

**City of Portland**

**Bureau of Development Services**  
FROM CONCEPT TO CONSTRUCTION



**Five-Year Financial Plan**  
Fiscal Years 2011-12 through FY 2015-16

**Submitted January 31, 2011**



---

## CONTENTS

---

Executive Summary .....	1
Overview .....	2
Background .....	3
Significant and Critical Issues .....	7
Financial Forecasts and Comparisons.....	13
Financial Analysis of Programs .....	23
Appendices:	
Appendix A: Summary of Financial Policies .....	33
Appendix B: Projected Fee Increases and Inflation Assumptions ....	37
Appendix C: Financial Forecast Spreadsheets - Base Plan .....	39
Appendix D: Financial Forecast Spreadsheets - Alternative Plan ...	47



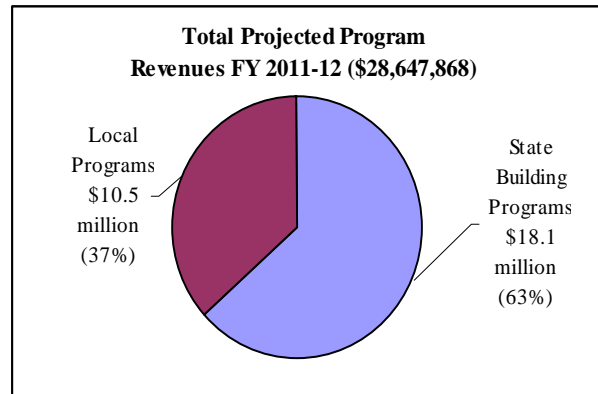
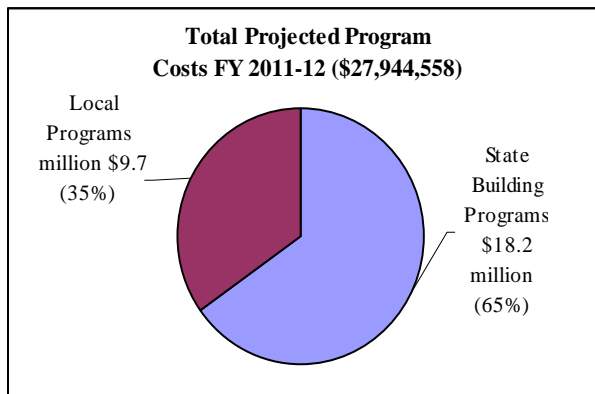
# EXECUTIVE SUMMARY

## Financial Forecast

- The global recession has severely affected the development industry, and the Bureau of Development Services is still experiencing the impact of the recession in its revenues and workload.
- The recession has ended; however, with economic growth still subdued, consumers cautious to spend, and financial institutions reluctant to lend, the beneficial effects of a recovery are hardly felt.
- Construction is one of the most volatile sectors of the economy and it is difficult to project revenue.
- Recovery in construction activity in the Portland metropolitan area is not expected until after FY 2011-12. Beginning in FY 2011-12, the Financial Plan gradually adds positions needed to meet the anticipated increase in the workload.

## Financial Issues

- Program revenues are expected to experience moderate growth.
- Annual fee increases are recommended for all programs to cover inflationary cost increases and meet reserve goals.
- In order to improve the level of automation, transparency, and public access to information at BDS, City Council authorized BDS to proceed with plans to purchase a new online review and permitting system. The bureau is working with the City Treasurer to secure a line of credit to fund the project. The bureau will repay the line of credit when bureau reserves are above 10%.
- Even with fee increases, total bureau reserves are projected to remain below the minimum 10% reserve level in FY 2010-11 and FY 2011-12. In FY 2012-13 and FY 2013-14, the bureau will repay the line of credit.



---

## OVERVIEW

---

In the last few years the development industry has been hit very hard by the recession, leading to significant impacts for the Bureau of Development Services' (BDS's) revenues, reserves, staffing, and service levels. The bureau initially used its reserve funds to meet operating costs, and the reserve fell precipitously from almost \$13.5 million in July 2008 to \$500,000 in July 2010. Even so, in 2009 and 2010 BDS lost over half of its staff through layoffs, retirements, and other attrition. The staff losses led to decreases in service levels throughout the bureau, lengthening the development process and increasing customer dissatisfaction. BDS's FY 2011-12 budget proposes to add 13 staff back to the bureau, bringing the total staffing to 175 with an operating budget of \$27.2 million (not including General Fund add packages).

This financial plan reflects BDS's ongoing financial challenge to find balance between three often-competing goals:

- Pursue cost recovery for services wherever appropriate
- Maintain prudent financial reserves
- Provide excellent customer service and be responsive to customer and stakeholder needs

BDS projects that revenues will grow slowly over the next few years. That mild growth, combined with moderate fee increases, will afford the ability to slowly begin to rebuild reserves and gradually hire back staff in order to provide minimally-acceptable levels of service and respond to anticipated mild increases in development activity.

Even with gradual staff additions, BDS will remain understaffed for the next several years. As always, staff positions will be added only as sufficient funds are available. Bureau reserves will be below the bureau's 10% minimum reserve goal in FY 2011-12 and FY 2012-13. When BDS reserves reach 10% in FY 2013-14 and FY 2014-15, the bureau will repay a line of credit which is being secured to fund the replacement of the bureau's current permitting system. In response to the recent experience of the recession, the bureau is raising the reserve goals for several programs. Increasing reserve goals to more prudent levels will help to ensure that the bureau has adequate reserves in all programs.

These projections may change over the course of the fiscal year; BDS will continue to closely monitor economic indicators, revenues, expenditures, and workload and make adjustments to the Financial Plan as needed.

---

## **BACKGROUND**

---

### **Mission**

The Bureau of Development Services (BDS) promotes safety, livability, and economic vitality through the efficient and collaborative application of building and development codes.

To meet the needs of our community, BDS pursues the following goals:

- Promote community vitality and protect life, property, and natural resources by ensuring compliance with applicable codes and regulations.
- Provide cooperative and responsive internal and external customer service.
- Process all bureau functions efficiently.
- Create a collaborative workplace that promotes mutual respect through trust, fairness, and open communication.
- Support continual professional growth of the workforce and organization through education, technology, and diversity.

Our values include:

- Dedication to public service
- Pride in our work
- Care for the long-term viability of our community
- Recognition of the worth, quality, and importance of each employee and member of the community
- Support of continual learning, education, and innovation

BDS supports the City Council's goal to "protect and enhance the natural and built environment".

### **The Bureau's Work and Sources of Funding**

BDS has the traditional "building department" functions of inspections, permit issuance, and review of architectural and engineering plans. These programs are currently funded solely through permit fees and charges. State statutes regulate these programs and, in most circumstances, prohibit revenue from these programs being used for other local programs. Fees support the site development, code compliance, signs, zoning, and environmental soils programs. Land use review is also housed in BDS; land use review fees, General Fund monies, and the Development Services Fee support this program. Both the Noise and the Neighborhood Inspections programs are supported by fees and some General Fund dollars.

## **History of the Operating Fund**

In FY 1988-89, the City Council established an operating fund for the Bureau of Buildings. At that time, the bureau was charged with fully supporting its construction functions through fees and charges by the end of a three-year period. In addition, the bureau was to set up a reserve account that would capture revenues from pre-paid work and serve as a countercyclical reserve when the economy was on a downturn. Due to a booming construction industry and some long overdue fee increases in FY 1988-89, the bureau succeeded in meeting the 100% cost recovery goal in just two years.

In 1992 a reserve policy was adopted for the fund, and it was updated in 1995. In FY 2004-05 the bureau was directed to work with the Office of Management and Finance to review the reserve goals for all programs. As a result of the review, the bureau lowered its reserve goals for several programs. The bureau's reserve policy is outlined in Appendix A.

In FY 1999-2000, the Land Use Review Division of the Bureau of Planning was merged with the Bureau of Buildings to create the Office of Planning and Development Review. In 2002, the name was changed to the present Bureau of Development Services.

In late FY 2002-03, the Neighborhood Inspections and Noise Control programs were moved from BDS to the Office of Neighborhood Involvement. The Noise Control Program returned to BDS in FY 2005-06, and Neighborhood Inspections returned to BDS in FY 2006-07.

In May 2005, City Council enacted a Development Services fee to assist in funding the Land Use Services Program. The fee is charged when building, site development, or zoning permits are issued and is based upon permit valuation.

Due to the recession and its impact on the development industry, bureau reserves were spent down to maintain operations from almost \$13.5 million in July 2008 to \$500,000 in July 2010. Reserves are expected to be about \$500,000 at the end of FY 2010-11. This Financial Plan outlines the bureau's goal of returning to a more appropriate reserve fund balance.

## **Financial Planning Process**

Since FY 1988-89, BDS has made five-year projections of costs and revenues annually to assist in fiscal planning. Costs and revenues are projected based on both historical and current-year patterns, anticipated changes, and inflationary rates suggested by the Office of Management and Finance. Given the recent recession and its unprecedented impact on construction activity in the Portland Metropolitan area and on the bureau's fee-generated revenues, BDS has made significant changes to its revenue forecasting model. The model is described in great detail in the Financial Forecasts and Comparisons section of this financial plan, under Revenue Forecast.



Revenues and expenditures are compared to determine annual cost recovery rates and to decide whether BDS's reserve will be drawn down or increased. Reserve goals vary from program to program, but the bureau has set a minimum reserve level of 10% below which total bureau reserves should not drop. BDS management first reviews the level of service to customers to ensure that it meets customer needs. The bureau then compares service levels to the revenue estimates and makes recommendations on whether or not fees should be increased and by how much. Fee rates are reviewed each year to maintain BDS's financial integrity and operational stability.



---

## SIGNIFICANT AND CRITICAL ISSUES

---

### **BDS Reserve Fund and Financial Status**

The Bureau of Development Services (BDS) is established as an Operating Fund with the goal of being 100% supported by permit fees and charges. The need to be self-supporting, combined with the difficulty in accurately predicting construction activity and fee revenues, makes it important for BDS to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations.

BDS experienced a sharp decline in permit revenues beginning in the fall of 2008 with the onset of the recession. As permit revenues continued to fall precipitously in 2009, the bureau responded by implementing widespread cost saving measures, spending down bureau reserves, and laying off approximately 150 staff (approximately 50% of its employees). In FY 2008-09, bureau reserves fell from almost \$13.5 million to \$2.9 million. Because the bureau did not begin to realize savings from the layoffs until late fall 2009, by the end of FY 2009-10 the reserve balance was at \$500,000, and it is forecast to be at the same level at the end of FY 2010-11.

While rebuilding bureau reserves to prudent levels is a high-priority goal, it must be balanced with the need to meet state and local requirements for bureau programs and services and with the needs of customers and stakeholders who do not have other options for development-related services. Because permit revenues have fallen further than the workload, BDS has not had sufficient income to keep enough staff to provide even minimally-acceptable levels of service in many bureau programs.

This Financial Plan seeks to balance these goals by slowly rebuilding the reserve while gradually adding back staff to bring services up to acceptable levels. In light of BDS's experiences in the recession, the bureau is raising reserve goals for a few programs:

- **Building/Mechanical Program** – The reserve goal is increasing from 25% to 35%. Program revenues are volatile, since fees for building and mechanical permits are based on the valuation of the construction project.
- **Facilities Permit Program** – The reserve goal is increasing from 15% to 20% to be consistent with the reserve goals established for similar programs.
- **Neighborhood Inspections Program** – The reserve goal is increasing from 20% to 25% due to a greater volatility in lien collections, the largest revenue source for the program.

BDS is projecting that bureau-wide reserves will be approximately \$500,000 by the end of FY 2010-11, and that the bureau will meet its 10% minimum reserve goal at the end of the 5-Year Plan in FY 2014-15.

While the bureau's current fund balance is lower than the bureau's reserve goal, it is necessary for the bureau to balance its financial reserves with the need to provide an acceptable level of service to customers and the community. BDS will continue to closely monitor revenues and expenditures and make subsequent adjustments to the Financial Plan if necessary.

## **Funding & Cost Recovery**

BDS operates two distinct types of programs. State-mandated construction programs (Building, Mechanical, Electrical, Plumbing, etc.) are funded almost exclusively through permit fee revenues. Local programs (Land Use Services, Neighborhood Inspections, Environmental Soils, Signs, Noise Control, Zoning Compliance, and Site Development) implement local regulations or state and federal mandates. Local programs are funded through a combination of fees, fines and charges, and General Fund monies. BDS, its Budget Advisory Committee, and the Development Review Advisory Committee (DRAC) all believe that increased General Fund support for local programs is appropriate because these programs provide services that are of general benefit to the community.

### State-Mandated Construction Programs

For several years, BDS has been striving to reach full cost recovery for many of its fee-supported construction programs and services. In some cases, due to the nature of the service or the broader context in which the service is provided, full cost recovery will not be achievable; but for other services, full cost recovery is an appropriate long-term goal. To this end, the bureau has been implementing gradual fee increases (to minimize the impact on customers and stakeholders), as well as charging for (or ceasing) some services that were previously provided free of charge.

In addition, since the onset of the recession, the bulk of the building permits issued has been for smaller, lower revenue-generating projects. Other Building Departments in the region are experiencing the same phenomenon. To help ensure that permit fees for smaller projects are covering the costs of the services that BDS provides for those permits, the bureau has increased the minimum permit fee and lower-end fees on the building permit fee schedule. The bureau will continue making changes to these fees in FY 2011-12.

### Local Programs

Historically, many of the bureau's local programs have been under-funded and beset by deficits in their reserve funds. In addition, the Neighborhood Inspections Program lost approximately \$750,000 in General Fund support when it returned to BDS from ONI in FY 2006-07. Previously, City Council has relied on BDS to resolve the financing issues of under-funded programs. But as bureau revenues plunged during the recession, reserves for most programs (state and local) were quickly expended.

Because the local programs provide a bonafide public benefit, the bureau's FY 2011-12 Requested Budget includes a request for \$668,934 in additional one-time General Fund monies to add 5.5 positions to the local programs, restore some services that have been significantly reduced, and begin to rebuild program reserves. This financial plan shows that fees and charges would be sufficient to support these positions in future years. However additional staff above and beyond these increases would be needed to provide the level of service that the community desires. The

only reason that the one year of additional General Fund assistance helps bring the programs to cost recovery by the end of FY 2015-16 is that the bureau will hold back from adding the number of staff actually required to improve the level of service.

## **Information Technology Advancement Project (ITAP)**

In the course of reshaping the bureau after staffing reductions in 2009, it became clear that the level of automation and public access to information at BDS was hindering the bureau's effectiveness and ability to be efficient with limited resources. Prior to the recession, the bureau had been implementing an 18-month plan to improve its technology tools; however, significant cuts in the budget stalled this plan.

On November 3, 2010 City Council authorized BDS to move forward with plans to purchase an online plan review and permitting system that would provide much greater access to information and services for customers, staff, and stakeholders. BDS envisions a system that will include the following capabilities:

- Electronic access to all historic permit and land use records for customers and staff
- Online land use and permit application and plan submittal
- Electronic plan review
- Online fee payment and permit issuance
- Electronic entry of inspection results and real-time access for field staff and customers

This system will save customers and stakeholders time and money by giving them remote access to information and services and decreasing the need to visit the Development Services Center (DSC) or BDS offices. BDS will experience significant efficiency gains in its land use review, plan review, permitting, and inspection processes as it reduces its reliance on paper plans and records.

As authorized by City Council, BDS is currently involved in contract negotiations with the system vendor (Accela) and is establishing an IGA with the State of Oregon regarding interaction with the State online permitting system. The bureau is also pursuing a line of credit to pay for the costs of the new system, with repayment to take place over a period of several years.

The ITAP will be key to BDS's ability to provide services effectively and efficiently into the future.

## **Staffing & Service Levels**

Since June 2009, BDS has lost over half of its staff due to deep declines in permit revenues. Revenues declined much more steeply than the workload, with the result that the bureau is now insufficiently staffed. However, bureau services such as building inspections, plan review, permit issuance, and land use review are mandated by law. Since these programs and services cannot be eliminated, the bureau has ceased non-mandatory, low-priority services throughout the bureau and has significantly reduced most remaining services.

Though the bureau continues to review its overall operation to find ways to provide services more efficiently, it has been a struggle to provide service levels that meet customers' needs and are realistic given BDS's smaller staff. At the same time, BDS is committed to rebuilding its financial reserves to prudent levels.

BDS's FY 2011-12 Requested Budget includes two decision packages that would address critical customer and stakeholder needs by adding staff, while allowing the bureau to maintain fiscal responsibility. One package would add 13 positions funded by permit fees and revenues. BDS's financial projections, which were reviewed by multiple independent economists, show that the bureau will have sufficient revenues to add these staff in FY 2011-12.

As mentioned previously the second decision package requests one-time General Fund support to add 5.5 positions to the bureau's Land Use Services, Neighborhood Inspections, Noise Control, and Signs programs. Land Use Services, Neighborhood Inspections, and Noise Control already receive significant General Fund support since they provide general public benefit. In addition, due to reductions in the Sign Program, the bureau has ceased most Sign Code enforcement that does not involve life/safety issues, and many illegal signs have been installed throughout the City. This Financial Plan shows that fees and charges would support these positions in future years.

All of these staff additions will be critical in allowing the bureau to return services to minimally-acceptable levels. The expected workload for FY 2011-12 would dictate that another 10 positions are needed in addition to what is being requested in order to provide an acceptable level of service for the bureau's highest priority service improvement areas.

## **Financial Plan – Worst Case Scenario**

This year BDS is submitting two versions of the Financial Plan. The base version of the Plan that is in the main body of the text is found in Appendix C. Upon recommendation from the BDS Financial Advisory Committee, the bureau conducted sensitivity analysis and developed a second version of the Financial Plan that represents the worst case scenario. The committee included local economists with expertise in commercial and residential real estate, as well as members of Portland Development Commission's Small Business Advisory Committee (SBAC) and the City's Development Review Advisory Committee (DRAC).

The basic premise for the worst case scenario is that full recovery in construction activity is not expected within the next five years. The growth rates for all programs, with the exception of the Noise, Environmental Soils, and Signs programs, were reduced by 5 percentage points per the Committee's input. The growth rates for Noise, Environmental Soils, and Signs were adjusted down by one percentage point. The committee reviewed programmatic growth rates developed for the worst case scenario and came to the unanimous conclusion that the probability of the worst case scenario occurring is highly unlikely.

Lower programmatic growth rates ultimately translate into a lower workload. Therefore, a lower number of positions is being added back to the bureau's workforce. In the worst case scenario of the Plan, only 16 new positions are added to the bureau's workforce in the next five years, as opposed to 53 new positions added in the base version of the Financial Plan. In addition, both base and worst case scenarios incorporate the repayment of the line of credit over a two-year period beginning in FY 2013-14 in equal installments.

In the worst case scenario, the bureau builds higher levels of reserves in the earlier years of the Financial Plan than in the base case. This is necessary in order to repay the line of credit in the absence of a faster recovery and higher revenue collections in the later years of the Plan. In the worst case scenario, most programs achieve financial outcomes comparable to the base case scenario in terms of cost recovery and reserve goals, but again this is due to adding fewer staff positions.

The worst case scenario shows that the bureau would be below its overall reserve goal in FY 2015-16; the bureau is projected to achieve the goal in the base case scenario. The financial outcomes of the worst case scenario are presented in Appendix D.





---

## **FINANCIAL FORECASTS AND COMPARISONS**

---

### **Comparison of FY 2009-10 Actuals to Previous Financial Plan**

Last year's Financial Plan projected an overall cost recovery rate of 91% for the bureau in FY 2009-10, with revenues of \$26.6 million and expenditures of \$29.1 million. Year-end reserves were projected to be \$400,000. The Financial Plan anticipated a continued downturn in construction activity; revenues as well as expenditures were expected to be lower than in the previous year. The actual revenues and expenditures were very close to the Plan's projections. The actual FY 2009-10 year-end revenues were only 0.3% below the Plan's projections. Actual expenditures were 0.7% lower than projected in the Plan. The actual cost recovery rate was 92%, as opposed to 91% projected cost recovery rate, with expenditures of \$28.9 million and revenues of \$26.5 million. The year-end bureau reserves decreased by \$2.4 million to \$500,000 (a \$2.5 million decrease was projected in the Plan).

### **Current Revenues**

Over the past several years both commercial and residential building activities have been hit very hard by the recession. Construction activity in the Portland Metropolitan area is still weak; however, the rate at which construction activity is declining is decelerating. This could be viewed as an early sign of the long-awaited stabilization in real estate markets. The continued correction in housing markets, tight credit markets affecting both commercial and residential construction markets, overall uncertainty in the financial markets, and a drop in consumer confidence are still having a very negative impact on bureau revenues in FY 2010-11. As of Accounting Period 6 (December 31, 2010), total bureau revenues were 2.9% lower than revenues as of the same period in the previous year.

By the end of FY 2010-11, total bureau revenues are projected to be at approximately the same level as at the end of FY 2009-10 (\$25.7 million).

The total number of building, site development, and zoning permit applications received from July through December 2010 decreased by 2% over the same period in 2009. The valuation of these permit applications decreased by 19%. The total number of building, site development, and zoning permits issued for the same period is 1% lower than in 2009, and the valuation has decreased by 11%, mostly due to a lack of large commercial projects with a valuation above \$10 million.

The situation is different for Land Use applications received. While the number of land use case applications received from July through December 2010 decreased by 23% over the same period in 2009, the number of final plat applications increased by 52%. There is a strong relationship between land use activity and building permit and other bureau revenues; increases in land use activity ultimately result in increases in construction activity. The current trends in land use suggest that the slowdown in construction activity may be slowly approaching its end.

## **Economic Outlook**

The U.S. economy, as well as the rest of the world, has been in recession for the past two years. For the U.S. economy, this recession is the deepest downturn post-World War II. For Oregon, this is the second largest downturn; only the 1980-1982 recession periods were worse. Analysts, including IHS Global Insight and Moody's Economy.com, state that the U.S. economy entered a recession either very late in 2007 or the first quarter of 2008, and believe that the U.S. recession ended in the summer of 2009. The view for Oregon is similar. However, the ability to both forecast and date the end of the recession in Oregon is more problematic due to the lack of timely indicators in the Oregon economy. With economic growth still subdued, consumers cautious to spend, and financial institutions reluctant to lend, the beneficial effects of a recovery are hardly felt.

The last couple of years prior to the recession were extraordinary in terms of the rise in construction activity in the Portland metropolitan area. However, in January 2008 construction activity in the Portland Metropolitan area started to experience the effects of the slowdown, especially residential construction. Construction activity in the state still exhibits signs of continued weakness. The decline in construction activity continues to impact related job sectors. Construction employment in Portland Metropolitan area is projected to decrease by 2.4% in FY 2010-11. Although not in the City of Portland, Intel's announcement of a major investment at its Ronler Acres campus has a very positive short term improvement for construction jobs in the metropolitan area. It is estimated that construction jobs will increase by 10% in FY 2011-12 in the Portland Metropolitan area.

Construction is still suffering from the effects of the housing sector collapse. The housing market in Oregon and the U.S. continues to clear out excesses in housing inventory accumulated in the past housing boom. With the large home price declines across the nation in recent years and an oversupply of houses on the market, there has been very little new construction relative to historical levels. Oregon's decline is attributable to the multi-family market, as those types of permits were especially strong in early 2009 and have fallen substantially in the past few years. Single-family permits in Oregon, which were increasing well over double digits through the first six months, have fallen to only 5 percent increases year-over-year for the first nine months. A large reason is the first expiration of the first-time homebuyer tax credit in fall 2009, which increased construction (permits) and home sales in late 2009, thus rendering "year ago" comparisons more difficult.

The situation in commercial real estate markets is similar. Grubb & Ellis report that office vacancy rates in the Portland metro area are stabilizing in the third quarter of this year but at a high rate of 15.5 percent. They report that "The construction pipeline remains virtually empty."

The bureau is currently seeing a different mix of development projects than in the past. When the economy was strong, there were a number of large projects over \$10 million in valuation. Not only has the number of large projects decreased dramatically, but also the average size of these large projects has shrunk significantly. The bureau has also witnessed a radical change in composition of large projects. Currently, most of the "large projects" are either funded by the public sector or sectors of economy that were not significantly affected by the economic downturn, such as education and health care. In the past, the majority of projects were funded by the private sector, but private investment in the development of large multifamily projects and office construction practically came to a halt. In addition, the percentage of smaller projects has increased. As this trend continues, the bureau will not see large influxes of revenue from projects with high valuations, which helped

support the bureau in the past.

Population growth in the Portland Metropolitan area is forecasted to increase 1.8 percent in 2011 and 2012, and grow approximately at the same rate in later years. Population growth in Oregon overall has slowed with the economy and is projected to be below the U.S. growth rate in 2010 at 0.6 percent. Population growth picks up slightly at 0.7 percent in 2011, 0.9 percent in 2012, and 1.0 percent in 2013, but still below rates seen in 2005 through 2008.

The unemployment rate for Oregon sits at 10.5 percent for October, essentially unchanged for the past twelve months. The unemployment rate in the Portland region was 9.5 percent in the third quarter of 2010, making it the second-lowest rate in the state. The rate dropped 0.8 percentage point from the year prior, which was the largest improvement of any region.

## **Revenue Forecast**

BDS's revenues are directly related to commercial and residential construction activity in the larger Portland Metropolitan area. The revenues are very susceptible to changes in the economic conditions of both the state and the nation. The list of macroeconomic parameters influencing the bureau's revenues includes but is not limited to: total wage and salary employment; construction employment; housing starts; population; measures of income; short and long-term interest rates; housing prices; loan delinquency and charge off rates for loans secured by residential and commercial real estate; homeownership rates; and inflation. The high susceptibility of the bureau's revenue to so many macroeconomic parameters makes it difficult to project exact revenues.

At Council's direction, in spring of 2010, the City of Portland retained Johnson Reid – Land Use Economics, an independent consulting firm, to conduct a review of BDS's Financial Plan and underlying forecasting model. The review found that "the resulting revenue forecasts appear reasonable and defensible", but also recommended that "BDS pursue ongoing improvement of its forecasting model".

Based on this input, City Council directed the bureau to convene a committee to review the feasibility of repaying a line of credit which would be needed to finance bureau's Information Technology Advancement Project (ITAP). The committee included local economists with expertise in commercial and residential real estate, as well as members of Portland's Small Business Advisory Committee (SBAC) and the City's Development Review Advisory Committee (DRAC). In fall 2010, the bureau received significant input from the committee regarding the forecasting model. Committee members agreed with Johnson-Reid's findings and suggested that the forecasting model could be improved by including more variables from the real estate market.

The bureau researched options and resources for data closely related to real estate activity in the Portland Metropolitan area, and has implemented several improvements to the forecasting model. Several criteria were employed in the model development and selection process. The most important ones are the following:

- Utilization of local variables that describe real estate activity in the Portland Metropolitan area
- Overall model fit/characteristics (parameters such as Adjusted R-squared, Durbin Watson statistic, F and T statistics)
- High degree of accurate historical performance of the model
- Reasonableness of the forecast produced by the model

The bureau went through a rigorous and intensive model development and selection process, testing hundreds of models. The bureau developed models for its major programs such as building, mechanical, plumbing, and electrical. Final and alternative models for these programs, as well as forecasts produced by models, were presented to the local economists from the Finance Committee and members of BAC and DRAC. The group found that the model development and selection processes were comprehensive and sound. They also found the bureau's projections for development activity in the Portland Metropolitan area to be reasonable and defensible, although they pointed out that the forecast might be on the conservative side.

Revenues for most of the bureau's programs are projected to increase slightly in FY 2011-12. Moderate growth in revenues is projected in FY 2012-13, and healthy growth in the next several years after that. At this point it is extremely difficult to identify a recovery point in construction activity in Portland Metropolitan area. However, full recovery is not expected until after FY 2011-12.

The bureau has also conducted sensitivity analysis and developed a worst case scenario. The worst case scenario assumes that the recovery in real estate activity is not expected within the next five years. The growth rates for all programs, with the exception of the Noise, Environmental Soils, and Signs programs, were reduced by 5 percentage points. The growth rates for Noise, Environmental Soils, and Signs were adjusted down by one percentage point. The financial outcomes of the worst case scenario are presented in Appendix D.

The models used to develop the bureau's five-year revenue forecast are presented below.

## Building/Mechanical Program

The Building/Mechanical Program is funded through a set of fees. The largest ones in terms of the revenue collected are: Commercial and Residential Building Permits, Building Plan Review, and Fire and Life Safety Review Fee. The fee amounts and revenues collected for the above-mentioned fees are directly related to the total value of construction work to be performed. Therefore, the trends and growth rates exhibited in revenue collections for one of the fee items are very likely to be present in revenue collections for other fee items as well. Several models have been developed that relate the Building Plan Review revenues to the measures of construction activity in the Portland Metropolitan area and the state, such as construction employment and housing starts, as well as interest rates, population, housing prices, personal income, home ownership rates, delinquency and charge off rates, and inflation. The following model was selected as a final model based on its superior characteristics and past performance.

Model	Revenue Item	Variables used	Explanatory Power
Model	Building Plan Review	<ul style="list-style-type: none"> <li>• Portland Construction Employment</li> <li>• Homeownership rates for Portland Metropolitan area</li> <li>• Charge-off rate on commercial real estate loans 1</li> <li>• Delinquency rate on commercial real estate loans 2</li> </ul>	92.6%

To estimate growth rates for the Mechanical revenue of the Building/Mechanical Program, several models were developed that draw connections between Mechanical Permit revenue and macroeconomic variables. The final model is presented in the table below.

Model	Revenue Item	Variables used	Explanatory Power
Model 1	Mechanical Permits	<ul style="list-style-type: none"> <li>• Charge-off rate on loans secured by real estate</li> <li>• National average sales price of existing single family homes</li> </ul>	98.3%

The growth rates derived from the forecast produced by the Mechanical Permit Revenue model are assumed to be valid for the total mechanical program revenue.

The growth rate for the Building/Mechanical program is a weighted average of the growth rates for the Building and Mechanical sections of the program weighted by the respective shares of revenues collected for each section in the last two years.

## Electrical Program

The Electrical Program is funded through a set of dedicated permit and plan review fees. Based on

---

1 Charge-offs, which are the value of loans removed from the books and charged against loss reserves, are measured net of recoveries as a percentage of average loans and annualized.

2 Delinquent loans are those past due thirty days or more and still accruing interest as well as those in non-accrual status. They are measured as a percentage of end-of-period loans.

the data for the last five fiscal years, the revenue generated by the electrical commercial and residential permit fees constitutes more than 90% of the total program revenue. Therefore, electrical permit fee revenues were modeled and several competing econometric models were developed. The final model is presented in the table below.

Model	Revenue Item	Variables used	Explanatory Power
Model 1	Electrical Permit Revenue	<ul style="list-style-type: none"> <li>• Delinquency rate on loans secured by real estate</li> <li>• Oregon population</li> <li>• Real gross domestic product</li> <li>• Oregon Repeat Purchase Housing Index.</li> </ul>	97.4%

The growth rates derived from the forecast produced by the Electrical Permit Revenue model are expected to be valid for the entire Electrical Program.

**Plumbing Program**

Similar to the Electrical Program, the revenue generated by commercial and residential plumbing permits represents more than 90% of the total Plumbing Program revenues in the last five fiscal years. Several econometric models were developed to forecast plumbing permit revenue; the following two models were selected as final models based on their superior characteristics and past performance.

Model	Revenue Item	Variables used	Explanatory Power
Model 1	Plumbing Permits	<ul style="list-style-type: none"> <li>• Portland construction employment</li> <li>• Homeownership rates for Portland Metropolitan area</li> <li>• Standard and Poor 500 index</li> <li>• Delinquency rate on commercial real estate loans</li> <li>• Oregon population</li> <li>• Portland Metropolitan area Home Price Index</li> </ul>	97.9%
Model 2	Plumbing Permits	<ul style="list-style-type: none"> <li>• Portland Construction Employment</li> <li>• Homeownership rates for Portland Metropolitan area</li> <li>• Risk premium</li> <li>• Permits: Residential – Multifamily, Portland Metropolitan area</li> </ul>	96.0%

The forecasts produced by the two models were combined to arrive at the composite forecast for Plumbing Permits revenue. The growth rates derived from the composite forecast are expected to be valid for the entire Plumbing program revenue.

**Facilities Permits Program**

The growth rates for the Facilities Permits Program were estimated as averages of the growth rates

for the Building/Mechanical, Electrical, and Plumbing sections weighted by the respective shares of revenues collected for each section in the last two years.

### **Site Development Program**

The revenue growth rates for the Site Development Program are the growth rates derived for the Building/Mechanical Program revenues due to similar relationships that the revenues of these two programs have with the macroeconomic parameters.

### **Environmental Soils Program**

The programmatic revenue growth assumptions developed for the Environmental Soils Program are based on the weighted average growth rates in the following variables:

- Portland House Price Index – 25%
- Population Portland-Vancouver-Beaverton (7 counties) – 75%

### **Signs Program**

The programmatic revenue growth assumptions developed for the Signs Program are based on the weighted average growth rates in the following variables:

- Population Portland-Vancouver-Beaverton (7 counties) – 50%
- Total Employment Portland-Vancouver-Beaverton (7 counties) – 50%

### **Zoning Enforcement Program**

The revenue growth rates for the Zoning Enforcement Program are the growth rates derived for the Building/Mechanical Program revenues due to similar relationships that the revenues of these two programs have with the macroeconomic parameters.

### **Noise Program**

The programmatic revenue growth assumptions developed for the Noise Program are based on the weighted average growth rates in the following variables:

- Population Portland-Vancouver-Beaverton (7 counties) – 75%
- Total Employment Portland-Vancouver-Beaverton (7 counties) – 25%

### **Neighborhood Inspections Program**

The programmatic revenue growth assumptions developed for the Neighborhood Inspections Program are based on the weighted average growth rates in the following variables:

- Population Portland-Vancouver-Beaverton (7 counties) – 40%
- Construction Employment Portland-Vancouver-Beaverton (7 counties) –30%
- Total Employment Portland-Vancouver-Beaverton (7 counties) –30%

### **Land Use Services Program**

The revenue growth rates for the Land Use Services Program are the growth rates derived for the Building/Mechanical Program revenues due to similar relationships that the revenues of these two programs have with the macroeconomic parameters.

### **Summary of All Programs**

Overall moderate to mild growth in BDS revenues is expected for the forecast period. For estimates

of BDS revenue growth rates for major programs, please refer to Appendix B.

In addition to the programmatic growth rates, several programs include fee increases over multiple years. Prior to proposing fee increases to City Council, BDS will review the need for the increases and seek industry support and approval. In mid-January 2011, BDS received approval from the DRAC, BDS Budget Advisory Committee, and the BDS Labor Management Committee for its budget add package requests and proposed fee increases. If changes to programs' financial situations occur, the bureau will reassess the need for specific fee increases. If these fee increases are necessary but not adopted, then program services will need to be reduced through budget/expenditure reductions. For estimates of proposed fee increases, please refer to Appendix B.

## **Expenditure Projections**

Expenditures for FY 2010-11 were projected based on actual spending from July 1 through December 31, 2010, anticipated spending through the end of the fiscal year, and historical spending patterns. The bureau's total expenditures are projected to decrease by 11.1% in FY 2010-11, primarily due to four phases of layoffs administered by the bureau on July 31, August 31, September 30, 2009, and May 2010. The bureau's workforce was reduced by more than one-half overall. The FY 2010-11 Requested Budget eliminated approximately 131 vacant positions that became vacant as a result of layoffs. The FY 2011-12 Requested Budget contains a decision package request that adds 13 FTE to the bureau's workforce funded by revenues from fees, and decision package requests that in total add 5.5 FTE to the bureau's workforce funded by one-time General Fund monies in FY 2011-12, then by revenues from fees and charges thereafter. These adds, if approved, would bring the bureau's workforce to a total of 175 FTE.

The bureau expenditures are also affected by the Information Technology Advancement Project. The work on the project has already started and expected to last approximately two years. The project is funded by a line of credit. The financial plan incorporates expenditures associated with the project net of the reimbursements received from the line of credit. The line of credit is expected to be repaid over two years beginning in FY 2013-14 in equal installments.

At this point, a recovery in construction activity in the Portland metropolitan area is not expected until after FY 2011-12. Beginning in FY 2011-12, new positions are proposed to be gradually added to the bureau to meet the anticipated increase in the workload. Overall, 53 positions were added back in the Financial Plan: 13 FTE in FY 2011-12, 10 FTE in FY 2012-13, 3 FTE in FY 2013-14, 13 FTE in FY 2014-15, and 14 FTE in FY 2015-16. However, the bureau anticipates that these add backs will not be sufficient enough to match the increased workload associated with the projected recovery in construction activity in the Portland metropolitan area. This is in part due to the fact that the type of work coming in will continue to include mostly smaller, lower-valued projects. Nevertheless, adding even more positions would have a negative effect on the bureau's reserves. At this point, the number and type of positions added in later years largely depend on the timing and magnitude of the projected recovery. The bureau will closely monitor revenues and workload and make adjustments to the plan as updated information is received.



## **Threats to the Forecast**

The revenue and expenditures forecast presented in the Financial Plan is "realistic" (neither optimistic nor pessimistic). However, bureau revenues and expenditures are very susceptible to changes in the political and economic climate of the state, the nation, and the world.

The timing and magnitude of the anticipated recovery is very difficult to forecast. The current financial crisis has been of a great magnitude; however, governments around the world are providing support to the financial system. Governments have undertaken these strategies in various forms in the recent past, but nothing on the grand scale we see today. Policy makers at the Federal Reserve hope that QEII (Quantitative Easing Part II) will help stave off a double-dip recession. Many analysts seem to agree and IHS Global Insight has lowered their pessimistic outlook chances from 30 percent to 25 percent. Debate still persists as to whether the federal government needs to implement another round of stimulus spending. Job growth is very weak and questions abound whether employment losses are due to cyclical effects of the business cycle or are more structural and permanent. Oregon's economy generally follows the U.S. and same questions apply

The risks now facing the Oregon economy and this forecast include, but are not limited to: a slower recovery or second dip in the national and global economies; the effectiveness of the stimulus/rescue packages; inflation or deflation and Federal Reserve Bank reactions; a sharp fall/appreciation of the dollar; another sharp and major stock market correction; geopolitical risks; and a slowdown in the semiconductor, software and communication industries. BDS will continue to monitor its finances and recognize the potential impacts of risk factors on Portland.



---

## FINANCIAL ANALYSIS OF PROGRAMS

---

### State Mandated Construction Inspection Programs

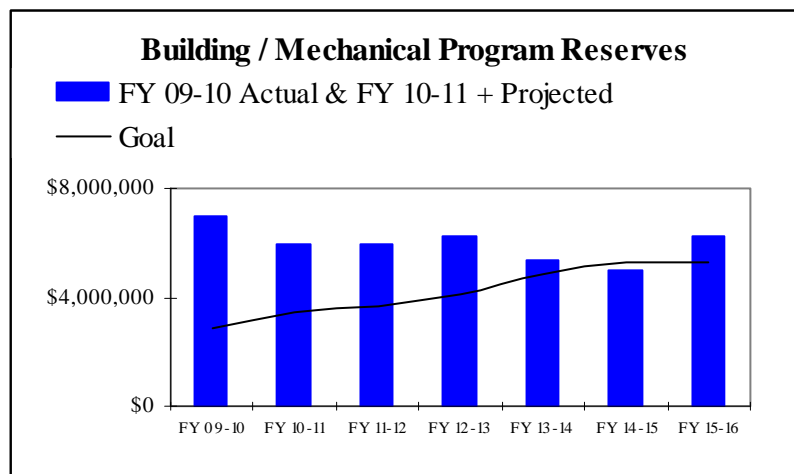
State law allows the bureau to interchange all the funding of the state construction programs (building, electrical, mechanical, and plumbing), with the exception that electrical revenues cannot be used to fund the other programs. When viewed together, the state construction programs' reserve is projected to be \$4.1 million at the end of FY 2010-11, which is lower than the reserve goal. Overall cost recovery for these programs is projected to be 93%. At the end of the five-year plan, reserves for the state-mandated programs will be well above the reserve goal of \$8.1 million and the cost recovery rate will be 114%.

#### Building/Mechanical Program

The Building and Mechanical programs are combined into one Building/Mechanical Program, because the staff making the inspections is all cross-certified and make both building and mechanical inspections.

Historically, funding has been strong and stable for this program. Fees for building permits and commercial mechanical permits are

calculated based upon the valuation of the projects, so as valuation grows, revenues also grow. As a result, this program has been the bureau's financial foundation over the years.



However, the program has been severely affected by the recession in the last three years. Due to much slower revenue growth, the program's cost recovery is projected to be only 89% at the end of FY 2010-11. The expected recovery in construction activity and projected fee increase of 8% in FY 2011-12, 5% in FY 2012-13 and FY 2013-14, 4% in FY 2014-15, and 2% in FY 2015-16 will help the program to achieve cost recovery and maintain healthy reserves.

In FY 2004-05 a promise was made to the construction industry that Building/Mechanical fees would not be raised for the subsequent five years through FY 2009-10. This pledge was part of the implementation of the new Development Services fee to fund the Land Use Services program. Building permit fees were decreased by 10% at the end of FY 2004-05 to offset the impact of the new fee to customers.

Beginning in FY 2010-11, the program will receive back \$1,272,845 from the Facilities Permit

Program in three equal installments. This amount was transferred from the Building program to the Facilities Permit Program in FY 2005-06 to eliminate that program’s deficit. And finally the ongoing transfer of \$579,848 to the Land Use Services Program for services will cease in FY 2011-12.

The reserve goal for the Building/Mechanical Program is being raised back to 35%-45% of expenditures (from the current 25%). This program has always been one of the most volatile in terms of revenues. Previously the reserve goal was set at 35% or 45%. Based on the recent experience of the recession, 35%-45% will be a more prudent reserve.

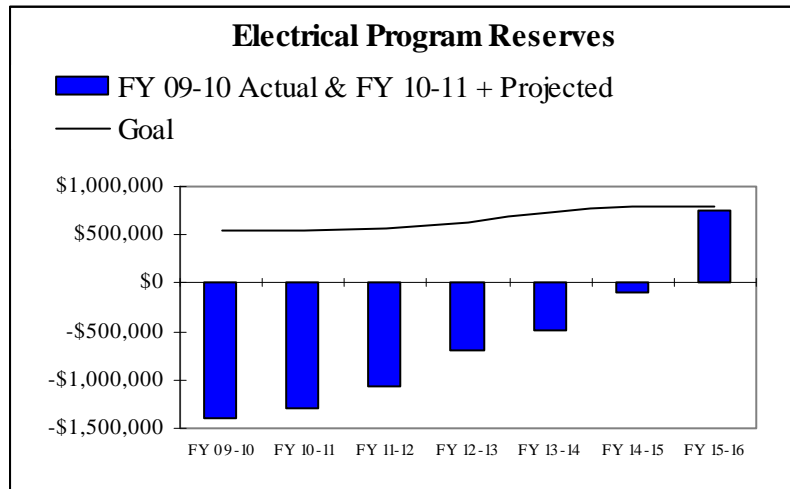
**Electrical Program**

FY 2003-04 was the first year since FY 1994-95 that the Electrical Program's revenues fully funded program costs. Between FY 1994-95 and FY 2002-03, electrical permit applicants were not fully paying for the services they were receiving.

FY 2006-07 was the first year since FY 1998-99 in which the program had a positive reserve. However, in FY 2008-09 the

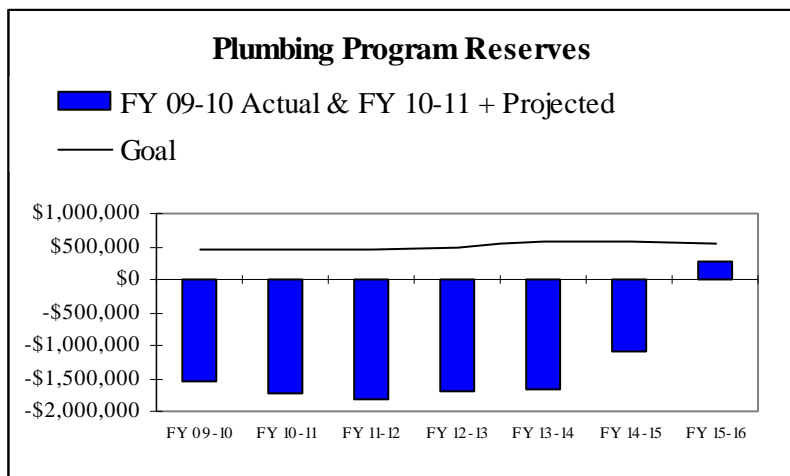
program’s cost recovery rate dropped to 76% due to a sharp drop in construction activity. The program’s cumulative deficit is expected to reach \$1.3 million by the end of FY 2010-11.

Annual fee increases of 8% are recommended in FY 2011-12 and FY 2012-13, 4% in FY 2013-14 and FY 2014-15, and 3% in FY 2015-16 to cover the costs of the Electrical Program. The program is projected to achieve its reserve goal by FY 2015-16.



**Plumbing Program**

The Plumbing Program drew on its reserves every year between FY 1995-96 and FY 2001-02, causing its reserve balance to be negative \$1.7 million in FY 2001-02. During these years, plumbing permit applicants did not fully pay for the services they received. In FY 2002-03 revenues began to cover costs, and they have continued to exceed costs for five years. Much like the Electrical



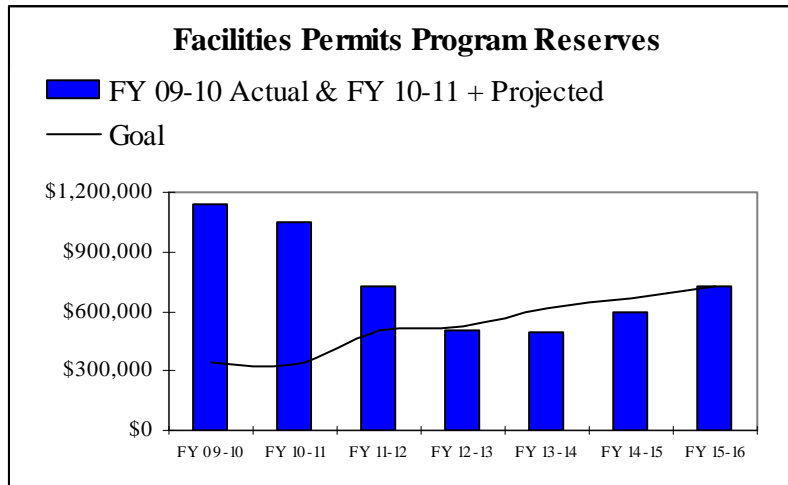
Program, the cost recovery rate for the Plumbing Program dropped to 63% in FY 2008-09 due to the

decrease in construction activity. The cost recovery rate is projected to stay below 100% in FY 2010-11, and the program's cumulative deficit is expected to reach \$1.7 million by the end of FY 2010-11.

Annual fee increases of 8% are recommended in FY 2011-12 and for each of the next four years to cover the cost of the Plumbing Program. The program is projected to eliminate the deficit by FY 2015-16.

**Facilities Permit Program**

The Facilities Permit Program (FPP) began in FY 1998-99 as a new, innovative way for BDS to provide services. The program is designed to serve customers with on-going interior tenant improvements where facility maintenance, upgrade and renovations are frequent. Instead of paying standard permit fees, businesses and institutions enrolled in the program pay an hourly rate for



plan review and inspection services. The program started slowly with a limited number of inspectors, and then was expanded in FY 2000-01 and FY 2004-05. The program recovered costs in FY 2001-02 and again in FY 2005-06.

However, because the FPP program had a cumulative deficit of nearly \$1.3 million at the end of FY 2005-06, funds were transferred to the FPP reserve from the Building/Mechanical Program reserve to remove this deficit. This loan will be repaid to the Building/Mechanical fund beginning in FY 2010-11 in three equal installments.

The program achieved above 100% cost recovery in both FY 2007-08 and FY 2008-09 due to the shift from new construction to the renovation and remodel of existing commercial buildings.

A fee increase of 8% is recommended in FY 2011-12, and annual fee increases of 4% are recommended for the subsequent four years to offset cost of living and other cost increases in the program. As a result, from FY 2010-11 through FY 2015-16 the program is projected to recover its costs, build its reserves, and transfer back \$1.3 million to the Building/Mechanical Program. At the end of the five-year period, the program will meet its reserve goal.

The reserve goal for FPP is being raised to 20% (up from 15%) of expenditures. Based on experience with the recent recession, the 20% reserve goal is more prudent and will help shield the program from revenue fluctuations.

## Local Programs

The local programs implement local regulations or state and federal mandates. Funding for these programs is predominantly from fees and charges. General Fund monies currently support the Land Use Services, Neighborhood Inspections, and Noise Control programs.

### Site Development Program

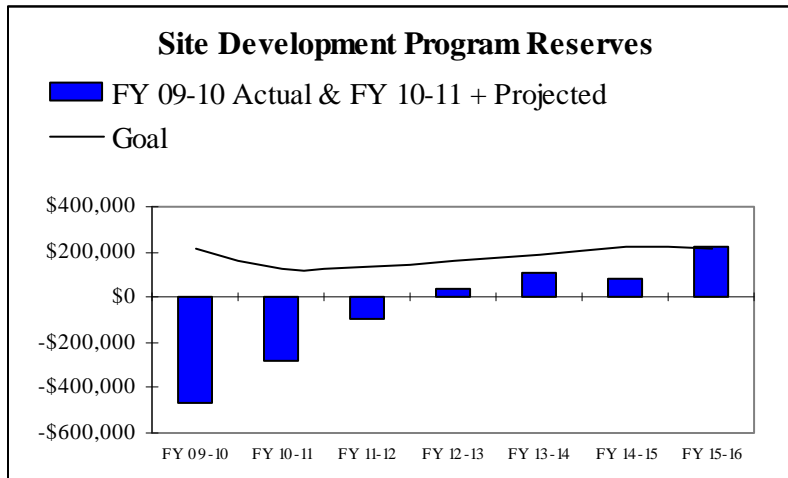
The Site Development Program was set up as a separate program in FY 2000-01 to recognize the impact of new responsibilities for plan review and inspections related to storm water control, erosion control, and tree preservation.

In November 2002 BDS restructured the fee schedule for this program. For residential projects, several old fees were

consolidated into a Residential Site Development Fee, but overall these fees were not increased. Fees for commercial projects were increased by 5.1%, mirroring inflation over a two-year period. In addition, the bureau reviewed the work done by this section. As a result, work that is more appropriately funded by building inspection and plan review fees is now supported by building permit fees.

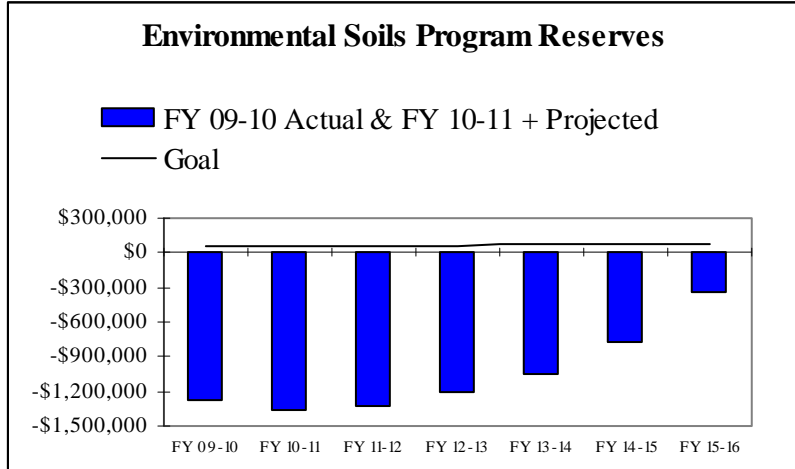
The cost recovery rate for the program dropped to 50% in FY 2008-09 and to 81% in FY 2009-10. However after position reductions, the program was able to return to cost recovery. In order to fund the program, a 5% fee increase is recommended in FY 2011-12.

In spring of 2010 the bureau transferred the Stormwater Control Program to the Bureau of Environmental Services. The transfer included both the workload and fees supporting the program. In addition, a new Commercial Site Review Fee was created that is expected to replace the transferred revenue and better align revenue sources with the services provided.



**Environmental Soils Program**

Multnomah County and the City have an intergovernmental agreement that gives the bureau the responsibility for the County’s subsurface sewage program. BDS does the work and is compensated via revenues that the bureau collects from permit fees for this program. The Board of County Commissioners sets these fees, and no additional compensation is given to the City for this work.



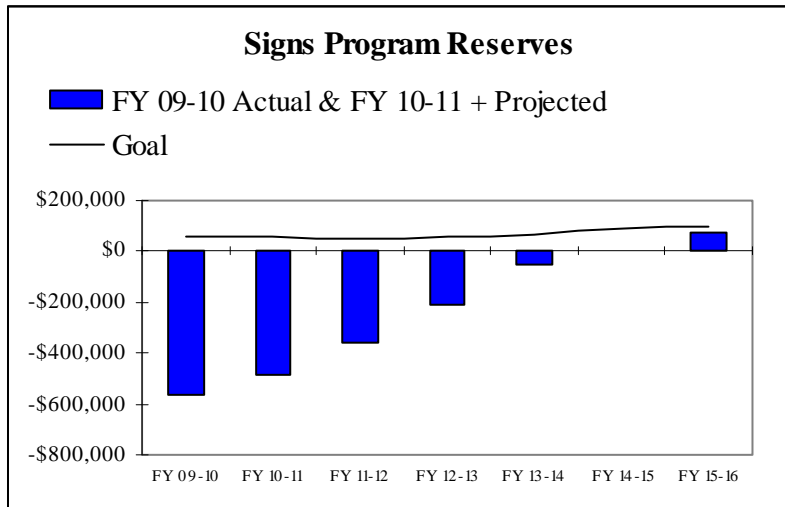
Since the end of the Mid-County sewer hookup program in 1998, revenues have dropped substantially in this program. Fee increases were implemented in FY 1999-2000 to bring the fees up to the State of Oregon fee schedule. In FY 2001-02, staffing was reduced to match the workload. Fees were increased by 57% in FY 2004-05 and more modestly the past four years. However, the program still has a significant reserve deficit.

In 2005, BDS consulted with Multnomah County and the City's Office of Management and Finance for ideas in resolving the problem of this program's ongoing deficit. At the time, most jurisdictions used their General Fund to help support their subsurface sewage program. Ideas to resolve the funding situation included a one-time fund transfer from Multnomah County, a one-time General Fund transfer, and "writing off" the debt. However, none of these ideas was deemed feasible. Instead, City Council agreed to inflationary fee increases until the reserve deficit is paid off.

By the end of FY 2010-11, the program is projected to have a cumulative deficit of approximately \$1.4 million. The Financial Plan includes a proposal to raise program fees by 70% in FY 2011-12 to bring the program to cost recovery, and subsequent annual fee increases of 20% to substantially reduce the deficit over the five year period.

**Sign Program**

The Sign Program has had a deficit since FY 1995-96. Sign revenues dropped substantially in FY 1998-99 when litigation prohibited BDS from charging for “copy changes” on signs. New fees were implemented in March 2001. However, the revenues from these new fees did not fully fund the program.



In 2002, City Council approved a licensing program for A-board and non-illuminated signs. Some operational changes in the sign enforcement program have been made

in order to carry out this program. Prior to this change, all sign enforcement was carried out by the City's electrical sign inspectors. Enforcement of the non-illuminated sign requirements as well as the associated program licensing is now being carried out by a non-technical field code specialist assigned to the Compliance Services Section. Responsibility for the enforcement of the City's electrical sign requirements remains with the State-certified electrical inspectors in the section.

The sign permit fees are set at a flat rate; they do not increase based upon the cost of living. Only increases in the number of sign permits would increase revenues. Unfortunately, the program had drawn off of its reserve for eight consecutive years and had a negative reserve of over \$400,000. Fees were increased in FY 2002-03 to fully fund the program. The program was able to contribute slightly to its reserve for three years but by FY 2005-06 the deficit grew to \$500,000.

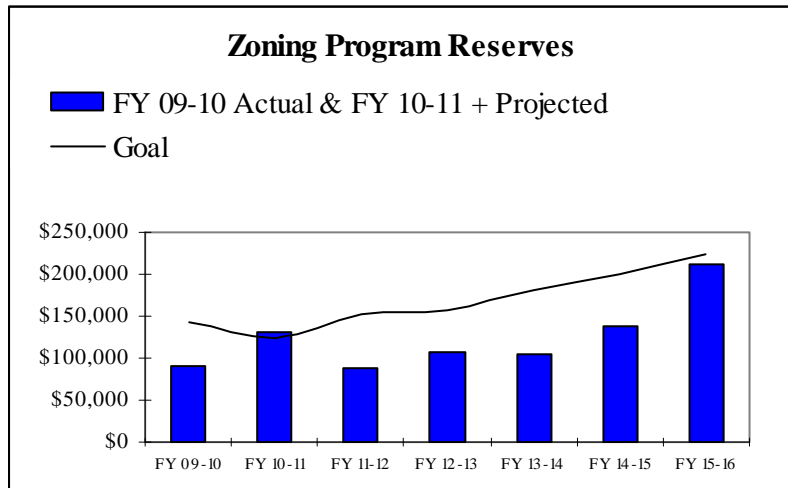
OMF included a budget note in the FY 2006-07 budget that BDS was to resolve the funding issue for the Sign Program. The bureau met with the sign industry which agreed to increase fees by 7.5% annually until the program meets its reserve goals.

In FY 2010-11 the reserve deficit is projected to be approximately \$500,000. Annual fee increases of 8% are needed for the next four years and 5% in FY 2015-16 to eliminate the reserve deficit.

**Zoning Enforcement Program**

Zoning Enforcement Program responsibilities include the zoning Enforcement functions in the Enforcement Services Section, Building/Mechanical, and Site Development Programs. Zoning inspection fees comprise the bulk of program revenues.

It was a long-time practice that Zoning Enforcement Program revenues that exceeded program costs in any given fiscal year were transferred to the Building-Mechanical and Site Development Programs to support zoning inspection functions that are integrated into building and site development inspections. Therefore, the Zoning Program achieved 100% cost recovery in all years. However, starting in FY 2009-10 the costs of conducting zoning inspections are being directly charged to the Zoning Enforcement Program, thus eliminating the need to transfer any revenues to the Building-Mechanical or Site Development Programs. This housekeeping change brings this program into conformity with the bureau's standard practice of accounting for revenues and expenditures.

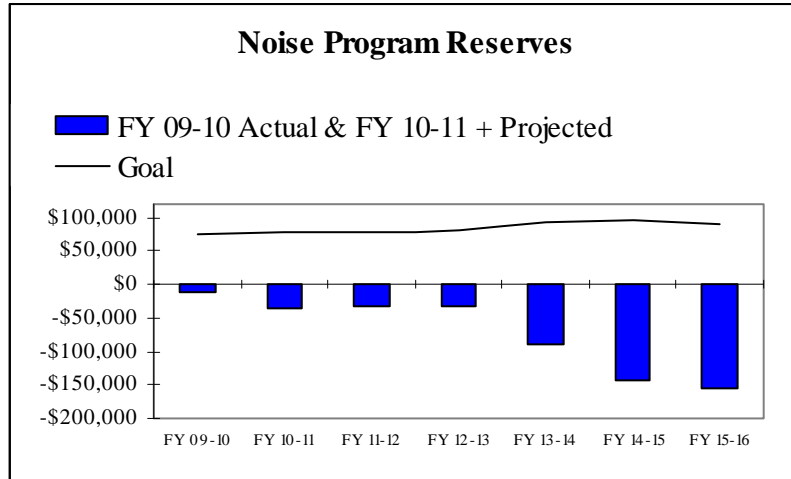


The program's reserves are projected to remain below the reserve goal for the next five years. Annual fee increases of 5% are recommended in FY 2011-12 and for each of the next four years to cover the cost of the Zoning Enforcement Program. The program is projected to achieve its reserve goal by FY 2015-16.



**Noise Control Program**

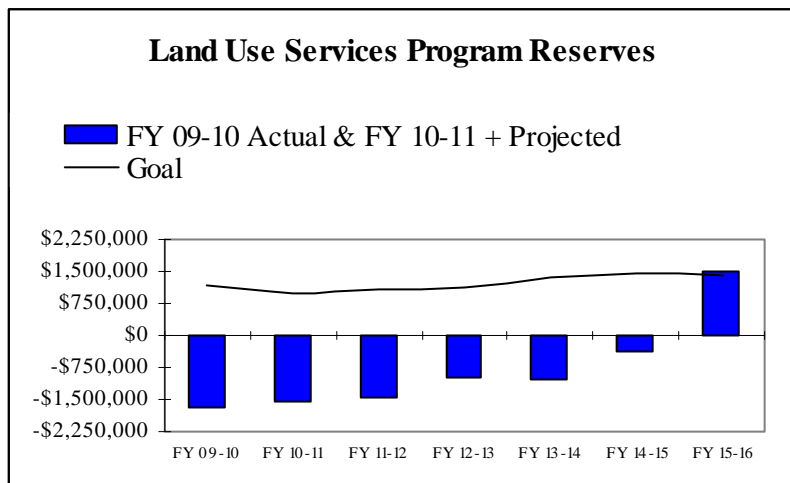
The Noise Control Program was transferred to the Office of Neighborhood Involvement in FY 2003-04, and then transferred back to BDS in FY 2005-06. When it was returned to BDS, funding to cover the program’s administrative overhead was not included in its revenue base, so no overhead was charged to this program in FY 2005-06. Since FY 2006-07, overhead has been charged to this program.



The program cost recovery has remained below 100% for the past four years. The program is projected to maintain below 100% cost recovery for the next five year and augment the cumulative deficit. Despite annual 8% fee increases over the 5 year period, programmatic deficit is projected to reach \$150,000 in FY 2015-16. The bureau will be carefully monitoring revenues and expenditures to reduce this deficit.

**Land Use Services Program**

The Land Use Services (LUS) Program is partly funded by program revenues and partly by the City’s General Fund. When LUS fees were increased in 1995, this program was part of the Bureau of Planning, and they recommended that program revenues cover 64% of the program’s costs. However, the City Council set the fees to collect only 50% of costs.



In FY 1999-2000, the LUS Program was consolidated with the Bureau of Buildings to form the Office of Planning and Development Review, now renamed the Bureau of Development Services. That fiscal year, even though no BDS overhead was allocated to the LUS Program, LUS fees recovered only 60% of program costs.

LUS fees were increased in FY 2000-01 and a new cost recovery target was set at 65%. That same year, a one-time allocation of \$234,929 in General Fund money from the Housing Program was reallocated to LUS to assist in funding their reserve. Cost recovery was only 63%, but was at least closer to the 65% goal. In FY 2001-02 and FY 2002-03, the cost recovery rate dropped to 57%, and the LUS Program drew more than \$1 million from its reserves over this two-year period.

In FY 2003-04, \$579,848 in ongoing General Fund monies was replaced with building permit revenues. In most situations, building permit fees are used to fund building permit functions. However, where implementation of local ordinances is interdependent and intertwined with the State construction codes, building permit revenues are allowed to be used. According to the State Building Codes Division, a portion of planning and zoning review incidental or accessory to the issuance of a building permit falls into this category.

In FY 2003-04, \$587,614 in one-time General Fund monies was reallocated from the Neighborhood Inspections Program reserve, when the Neighborhood Inspections Program was moved to the Office of Neighborhood Involvement.

In May 2005 a new Development Services fee was created to assist in solving the critical funding issue in LUS. BDS worked with stakeholders to craft the fee. Since the new fee dramatically increased LUS' fee recovery rate, City Council directed BDS to revise the fee schedule for LUS by lowering some of the LUS fees in certain categories, lowering building permit fees by 10% to mitigate the impact of the new fee to customers, and eliminating the Council policy of 65% cost recovery. The Development Services fee is charged at the time of issuance of building, site development, and zoning permits.

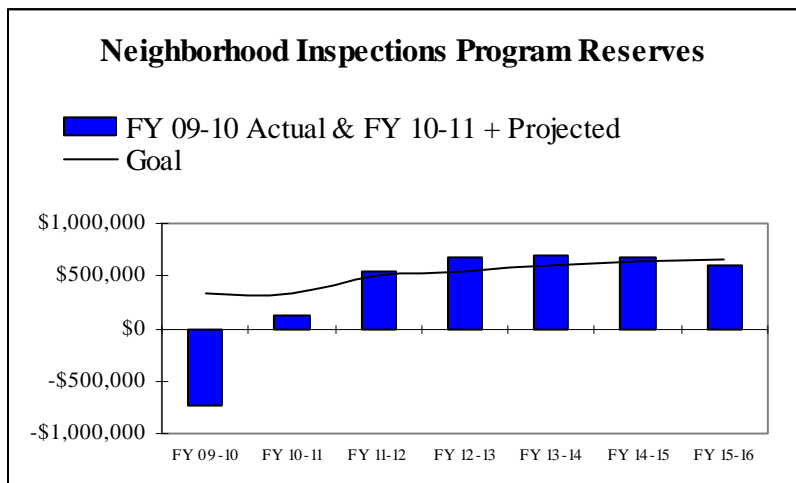
Revenues from the Development Services fee made a significant positive impact on the financial stability of this program. As a result, the program achieved 100% cost recovery in FY 2005-06, the first time it had done so in five years.

However, the program's cost recovery dropped to 69% in FY 2008-09 due to a sharp reduction in construction activity. The program depleted its reserves in FY 2008-09; the programmatic deficit is projected to reach \$1.6 million in FY 2010-11. Annual fee increases of 8% for next three years, 7% in FY 2014-15, and 6% in FY 2015-16, are necessary for the program to return to a 100% cost recovery rate and to eliminate its negative fund balance. In addition, beginning in FY 2011-12 building permit revenues will no longer support Land Use Services, because the Building/Mechanical program will no longer have the resources for this transfer. The program is projected to achieve its reserve goal by FY 2015-16.

**Neighborhood Inspections Program**

The Neighborhood Inspections Program was transferred back to BDS from the Office of Neighborhood Involvement in FY 2006-07. The program is receiving approximately 70% less General Fund support than it had when it was previously in BDS. In addition, funding to cover the program's administrative overhead was not included in its revenue

base, so no overhead was charged to this program in FY 2006-07. In FY 2007-08, the bureau began to fully charge the program for its share of the bureau's administrative overhead.

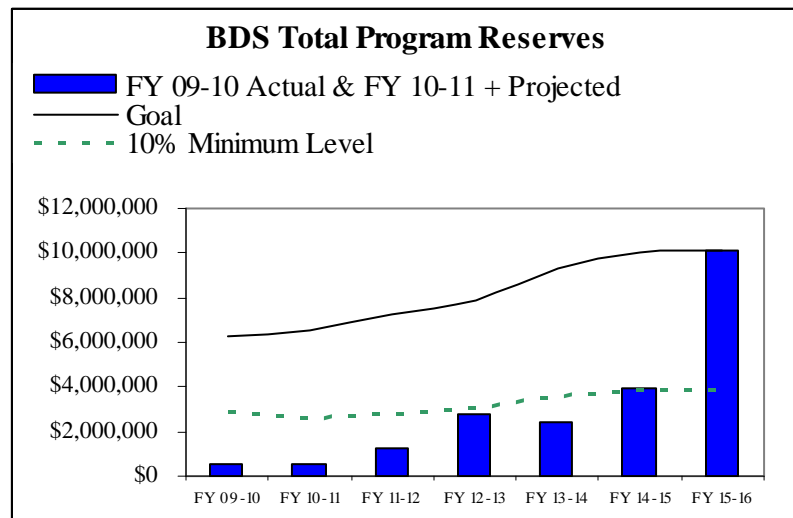


The program was also experiencing lower revenue collections associated with the decreased activity in the real estate market. As a result, the program faced a significant deficit in FY 2008-09 and fully depleted its reserves; the programmatic deficit reached \$1.3 million in FY 2008-09. The Lien Amnesty Program, a special one-time program that offered significant concessions to property owners on payments of liens, implemented in June-July of 2009, led to a significant cash inflow to the program. Subsequently, in FY 2009-10 the bureau established new proactive lien collection program that resulted in additional cash inflow to the program. The program is expected to achieve full cost recovery in FY 2010-11. The bureau is committed to continue the proactive lien collection program in the future. This coupled with 5% annual fee increases in FY 2011-12 and the next four years would allow the program to maintain above 100% cost recovery and achieve reserve goals.

The reserve goal for NIT is being raised to 25% (up from 20% of expenditures. As General Fund support has decreased over the years, there has been much greater reliance on fines, penalties, and liens. Collections of these revenues are somewhat unstable and are dependent upon the economy and collection efforts. The 25% goal will help ensure the program’s financial stability.

### Bureau Overview

In spite of proposed fee increases, several programs will have reserves below their goals at the end of five years. In addition, the bureau has a goal of maintaining a minimum bureau-wide reserve above 10%. Maintaining the reserve level above 10% of total bureau expenditures is critical. It allows the bureau to have enough funds to adequately react to short-term economic fluctuations.



However, due to reduced Building/Mechanical reserves and negative reserves in numerous programs, bureau-wide reserves are projected to remain below the 10% minimum reserve level in FY 2010-11 and FY 2011-12. The bureau has committed to repaying the line of credit when reserves are above 10%, and this repayment will be made in equal installments in FY 2012-13 and FY 2013-14. The Financial Plan shows that reserves are below 10% due to this repayment.

If all of the programs’ reserve goals are totaled, the maximum reserve goal for the bureau is 26% of costs. On a bureau-wide basis, this level is only achieved in FY 2015-16. Although falling below the 10% minimum reserve level is an unacceptable financial situation, considering the current unprecedented financial crisis, bridging the financial gap with reserves has mitigated reducing services to customers and stakeholders.



## SUMMARY OF FINANCIAL POLICIES

---

### Reserve Policy

In FY 1988-89, the City Council established the Bureau of Buildings as an Operating Fund with the goal of the fund eventually being 100% supported by permit fees and charges. The need to be self-supporting, combined with the difficulty in accurately predicting construction activity and fee revenues, makes it important for the Bureau of Development Services to maintain a reserve of funds that can be used to ensure a stable and adequate level of service during times when revenues fall below expectations.

During periods of strong construction activity, the reserve is built up to provide a funding source for times when revenues drop. In this way, the fund is able to weather the ups and downs of construction activity, to remain stable and efficient, and to maintain the staff necessary to provide services on work that has been paid for but not completed. The reserve is not intended to maintain existing budget levels in spite of reduced construction activity and BDS workloads, but rather to allow BDS time to recognize and respond to such downturns.

Reserve goals are based upon a percentage of each individual program's annual operating budget. In most cases, the Financial Plan brings each program to its reserve goal by the end of the fifth year of the plan. Fee increases are recommended when workload remains high, costs increase, and the reserve is projected to dip below recommended levels. Rather than increase fees dramatically in one year to bring the program back up to its recommended reserves, BDS phases in the fee increases gradually so that by the fifth year the program reaches its recommended reserve level. In addition, fees are increased as minimally as possible in order to mitigate the negative impact that fee increases can have on the construction industry.

In 1992 a reserve policy was adopted for the fund, and it was updated in 1995. In FY 2004-05 the bureau was directed to work with the Office of Management and Finance to once again review the reserve goals for all programs. The bureau completed a survey that gathered information from a number of comparable jurisdictions regarding their development services programs, reserves, and reserve policies. The jurisdictions surveyed were: Eugene, Long Beach, Ca., Oakland, Phoenix, Sacramento, San Diego, San Francisco, San Jose, and Seattle. In many of these cities, the development services function is part of the General Fund and therefore has no separate reserves. For those cities that did have reserves, the policies and practices varied greatly, and there was no consistent approach to determining how large the reserve should be. Some reserve funds are designed to cover a certain number of months of operating expenses, while others are based on capital spending needs, economic downturns, the ability to maintain core staffing or the need to cover work in process.

As a result of the review, the bureau lowered its reserve goals for several programs, most notably lowering the reserve goal for the Building/Mechanical Program to 25% of annual expenditures. The changes also included a new bureau-wide minimum reserve level of 10%. This provides a baseline below which total bureau reserves should not drop. The other reserve goals were designed to be reached by no later than the fifth year of the financial plan. For the larger programs which are more affected by the construction economy (Electrical, Plumbing, and Site Development), the reserve goal was set at 20% of their annual budget.

The table below illustrates the adjustments made to reserve goals:

BDS Reserve Goals			
Program	Reserve Goal		
	Goal Prior to FY 2004-05	Goal FY 2004-05	Current Goal as of FY 2011-12
Building/Mechanical	35-45%	25%	35%
Electrical	35-45%	20%	20%
Plumbing	35-45%	20%	20%
Facilities Permits	15%	15%	20%
Site Development	35-45%	20%	20%
Environmental Soils	20%	20%	20%
Signs	20%	20%	20%
Zoning	20%	20%	20%
Land Use Services	20%	20%	20%
Neighborhood Inspections	20%	20%	25%
Bureau Total	No goal	10% Minimum Reserve Level	10% Minimum Reserve Level

In FY 2010-11 with the impact of the recession still fresh, the bureau revisited its reserve goals. The reserve goal for the Building Mechanical Program is being returned to the original 35-45% goal due to recent experience with the significant economic downturn. Since fees for building and mechanical permits are based upon the valuation of the construction project and are the most volatile, the 35% reserve goal for the Building/Mechanical Program is more prudent. Smaller programs (Environmental Soils, Signs, and Zoning) have reserve goals of 20% of their annual budget. Likewise, the Land Use Services program has a 20% reserve goal because the program receives General Fund support. The Facilities Permit Program reserve goal was increased from 15% to 20% to be consistent with the reserve goals established for similar programs. The Neighborhood Inspections Program reserve goal was increased from 20% to 25% due to a greater volatility in lien collections, the largest revenue source for the program.

It is important to remember that the goal of the reserve is to allow BDS time to recognize and respond to unanticipated declines in revenues and to maintain the staffing needed to carry out its obligation to provide services on permits for which BDS has already been paid. The size of the reserve determines how much time BDS will have to adjust to change and still provide necessary services. The reserve goals will not insulate the programs from making significant budget adjustments in response to lower revenues and reduced workloads over the long term, but will allow

BDS to remain stable and to meet its prepaid obligations, will provide time to respond, and will reduce the severity of budget cuts in the short term.

## **Fee Increase Policy**

BDS's fee increase policy was adopted by the Bureau of Buildings and the Bureau Advisory Committee in 1992. The policy is to review fees on an annual basis and increase them to cover increases in personnel and interagency costs. This policy of increasing fees slowly and steadily assists permit applicants. It is very difficult for customers to absorb large fee increases, because their operations are based on a fairly stable cost of doing business. They have a much easier time absorbing smaller and more predictable increases. Although the general policy is to increase fees on an annual basis, fee increases may not be necessary every year if a program's revenues are strong and its reserves are at an acceptable level. Fee increases should be avoided only when the bureau has enough excess reserves to operate through two fiscal years without depleting the program's reserves below the target set in BDS's reserve policy.

Fee increases should be set at a rate which covers BDS's increased operating costs. BDS's cost of doing business increases each year because the City's labor agreements all contain provisions for cost of living increases based upon the Consumer Price Index for Urban Wage Earners and Clerical Workers for the City of Portland, with a floor of 1% and a ceiling of 5%. BDS estimates that overall costs will increase between 3 – 5% each year. Fee increases above this figure are necessary when reserves are below acceptable levels, a large capital project is on the horizon (such as improvement to information systems or a major site relocation), or BDS is confronted with other major unforeseen events.

## **Limitations on Use of Revenues from Construction Permit Fees**

Since the adoption of the operating fund in FY 1988-89, BDS has analyzed expenses and revenues by program. These programs are Building/Mechanical, Electrical, Plumbing, Facilities Permits, Site Development, Environmental Soils, Signs, Zoning, Noise Control, Neighborhood Inspections, and Land Use Services. Revenues collected for each program stay within that program.

State law requires that “fees collected by a municipality...shall be used for the administration and enforcement of a building inspection program for which the municipality has assumed responsibility” (ORS 455.210(1)(c)). This statute applies to the permit and plan review fees for the Building, Mechanical and Plumbing programs. Under state statute, revenues from building, plumbing, and mechanical permits/plan review can be used interchangeably. Building departments are specifically prohibited from using these fees to fund inspection, review, implementation, or administration of local ordinances relating to development, or any other programs that are not related to the construction permit/plan review revenues. However, building permit revenues can be used to fund programs where implementation of local ordinances is interdependent and intertwined with the State construction codes. According to the State Building Codes Division, a portion of planning and zoning review incidental to the issuance of a building permit falls into this category.

There is a special provision for electrical permits and plan review. ORS 479.845 (3) states that "fees collected by a city or county for the enforcement or administration of the electrical specialty code and rules under ORS 479.730 (1) shall be used only for the enforcement and administration of those laws."



## Bureau of Development Services 2011 Financial Plan

### Fee Increases and Programmatic Revenue Growth Assumptions

#### Programmatic Revenue Growth Assumptions<sup>1</sup>

Program	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Building/Mechanical	3.1%	7.0%	7.3%	9.6%	9.5%
Electrical	4.1%	6.6%	5.2%	7.4%	6.8%
Plumbing	4.0%	6.2%	4.2%	12.3%	10.8%
Facilities Permits	3.3%	6.3%	6.5%	9.5%	9.2%
Site Development	3.1%	7.0%	7.3%	9.6%	9.5%
Environmental Soils	0.9%	1.9%	2.9%	3.1%	2.9%
Signs	2.0%	2.6%	2.5%	2.0%	1.5%
Zoning Enforcement	3.1%	7.0%	7.3%	9.6%	9.5%
Noise	1.9%	2.2%	2.1%	1.9%	1.6%
Neighborhood Inspections	1.6%	2.7%	3.0%	3.4%	2.9%
Land Use Services (Case Review)	3.1%	7.0%	7.3%	9.6%	9.5%
Land Use Services (Planning & Zoning)	3.1%	7.0%	7.3%	9.6%	9.5%

#### Projected Fee Increases

Program	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Building/Mechanical	8.0%	5.0%	5.0%	4.0%	2.0%
Electrical	8.0%	8.0%	4.0%	4.0%	3.0%
Plumbing	8.0%	8.0%	8.0%	8.0%	8.0%
Facilities Permits	8.0%	4.5%	4.0%	4.0%	4.0%
Site Development	5.0%	0.0%	0.0%	0.0%	0.0%
Environmental Soils	70.0%	20.0%	20.0%	20.0%	20.0%
Signs	8.0%	8.0%	8.0%	8.0%	5.0%
Zoning Enforcement	5.0%	5.0%	5.0%	5.0%	5.0%
Noise	8.0%	8.0%	8.0%	8.0%	8.0%
Neighborhood Inspections	8.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services	8.0%	8.0%	8.0%	7.0%	6.0%

#### Note

1. The Programmatic Revenue Growth Rates presented in this table may not necessarily match revenue growth rates presented in Appendix C.

Growth Rates in Appendix C account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.

**Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN**

**Appendix C**

**Program Detail**

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal	
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%			
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,784,281)
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,035,499)
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,098,662)
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,626,614)
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,667,835)
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,607,793)
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,796,156
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,727,376
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,705,386
FY 08-09	42,037,209	1.1%	29,343,100	-25.4%	1,882,631	0	31,225,731	(10,811,478)	70%	74%	2,921,288		7%	22%	9,083,261	(6,161,973)	
FY 09-10	28,927,434	-31.2%	24,630,654	-16.1%	1,907,809	0	26,538,463	(2,388,971)	85%	92%	532,317		2%	22%	6,238,444	(5,706,127)	
FY 10-11 estimate	25,727,689	-11.1%	23,821,555	-3.3%	1,889,155	0	25,710,710	(16,978)	93%	100%	515,338		2%	25%	6,508,113	(5,992,775)	
FY 11-12 estimate	27,944,558	8.6%	26,637,795	11.8%	2,010,073	0	28,647,868	703,310	95%	103%	1,218,649		4%	26%	7,271,262	(6,052,614)	
FY 12-13 estimate	30,327,686	8.5%	29,847,354	12.0%	2,010,073	0	31,857,427	1,529,741	98%	105%	2,748,389		9%	26%	7,923,167	(5,174,777)	
FY 13-14 estimate	35,590,071	17.4%	33,244,488	11.4%	2,010,073	0	35,254,561	(335,510)	93%	99%	2,412,880		7%	26%	9,300,825	(6,887,945)	
FY 14-15 estimate	38,354,134	7.8%	37,895,356	14.0%	2,010,073	0	39,905,429	1,551,295	99%	104%	3,964,175		10%	26%	10,056,468	(6,092,293)	
FY 15-16 estimate	38,492,673	0.4%	42,629,845	12.5%	2,010,073	0	44,639,918	6,147,245	111%	116%	10,111,419		26%	26%	10,092,642	18,777	

**Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN**

**Appendix C**

**Program Detail**

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Building / Mechanical	FY 88-89	3,360,020	---	4,666,774	---	197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	18.5%	45%				
	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%				
	FY 90-91	4,653,765	16.9%	5,607,108	8.8%	0	0	5,607,108	953,343	120%	120%	3,761,142	0%	81%				
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%				
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%				
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%				
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%				
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857	
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352	
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366	
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177	
	FY 99-00	11,897,225	10.3%	9,877,427	-1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696	
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176	
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348	
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883	
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600	
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013	
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660	
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972	
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803	
	FY 08-09	15,833,452	-4.0%	12,585,323	-29.4%	0	(579,848)	12,005,475	(3,827,977)	79%	76%	8,868,574	0.0%	56%	25%	3,958,363	4,910,211	
	FY 09-10	11,312,147	-28.6%	10,016,413	-20.4%	0	(579,848)	9,436,565	(1,875,582)	89%	83%	6,992,992	0.0%	62%	25%	2,828,037	4,164,956	
	FY 10-11 estimate	9,829,077	-13.1%	8,944,904	-10.7%	0	(155,566)	8,789,338	(1,039,739)	91%	89%	5,953,253	8.0%	61%	35%	3,440,177	2,513,076	
	FY 11-12 estimate	10,532,528	7.2%	10,130,776	13.3%	0	424,282	10,555,057	22,529	96%	100%	5,975,783	8.0%	57%	35%	3,686,385	2,289,398	
	FY 12-13 estimate	11,648,992	10.6%	11,503,504	13.6%	0	424,282	11,927,786	278,794	99%	102%	6,254,576	5.0%	54%	35%	4,077,147	2,177,429	
	FY 13-14 estimate	13,756,442	18.1%	12,873,840	11.9%	0	0	12,873,840	(882,602)	94%	94%	5,371,974	5.0%	39%	35%	4,814,755	557,220	
	FY 14-15 estimate	15,065,281	9.5%	14,660,006	13.9%	0	0	14,660,006	(405,275)	97%	97%	4,966,699	4.0%	33%	35%	5,272,848	(306,149)	
	FY 15-16 estimate	15,080,786	0.1%	16,338,921	11.5%	0	0	16,338,921	1,258,135	108%	108%	6,224,834	2.0%	41%	35%	5,278,275	946,559	
	Electrical	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0.0%	14%			
		FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,506,959	364,302	129%	132%	504,277	4.0%	44%			
		FY 90-91	1,153,243	1.5%	1,716,564	17.5%	0	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
		FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
FY 92-93		1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%				
FY 93-94		1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%				
FY 94-95		1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%				
FY 95-96		2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)	
FY 96-97		2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)	
FY 97-98		2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)	
FY 98-99		2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)	
FY 99-00		3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)	
FY 00-01		2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)	
FY 01-02		2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)	
FY 02-03		2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)	
FY 03-04		2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)	
FY 04-05		3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)	
FY 05-06		3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)	
FY 06-07		3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)	
FY 07-08		4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)	
FY 08-09		4,028,746	-0.2%	3,049,645	-15.6%	0	0	3,049,645	(979,101)	76%	76%	(1,251,158)	5.0%	-31%	20%	805,749	(2,056,908)	
FY 09-10		2,761,776	-31.4%	2,623,165	-14.0%	0	0	2,623,165	(138,611)	95%	95%	(1,389,769)	5.0%	-50%	20%	552,355	(1,942,125)	
FY 10-11 estimate		2,682,725	-2.9%	2,784,798	6.2%	0	0	2,784,798	102,073	104%	104%	(1,287,697)	8.0%	-48%	20%	536,545	(1,824,242)	
FY 11-12 estimate		2,862,558	6.7%	3,088,871	10.9%	0	0	3,088,871	226,313	108%	108%	(1,061,383)	8.0%	-37%	20%	572,512	(1,633,895)	
FY 12-13 estimate		3,181,600	11.1%	3,541,982	14.7%	0	0	3,541,982	360,381	111%	111%	(701,002)	8.0%	-22%	20%	636,320	(1,337,322)	
FY 13-14 estimate		3,675,210	15.5%	3,891,581	9.9%	0	0	3,891,581	216,371	106%	106%	(484,631)	4.0%	-13%	20%	735,042	(1,219,673)	
FY 14-15 estimate	3,956,384	7.7%	4,349,704	11.8%	0	0	4,349,704	393,320	110%	110%	(91,311)	4.0%	-2%	20%	791,277	(882,588)		
FY 15-16 estimate	3,937,785	-0.5%	4,781,253	9.9%	0	0	4,781,253	843,469	121%	121%	752,158	3.0%	19%	20%	787,557	(35,399)		

Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN

Appendix C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Plumbing	FY 88-89	993,084	---	960,270	---	58,363	0	1,018,633	25,549	97%	103%	25,549	9.0%	3%				
	FY 89-90	1,133,015	14.1%	1,275,713	32.8%	38,919	0	1,314,632	181,617	113%	116%	207,166	9.0%	18%				
	FY 90-91	985,338	-13.0%	1,074,871	-15.7%	0	0	1,074,871	89,533	109%	109%	296,699	0%	30%				
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%				
	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%				
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%				
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%				
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,130,744)	
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284	(1,303,035)	
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217	(1,260,448)	
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498	(1,447,360)	
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,366,661)	
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,413,326)	
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,643,235)	
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,485,579)	
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,908,895)	
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173	(1,570,896)	
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663	(358,052)	
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336	72,328	
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(488,813)	
	FY 08-09	3,600,192	-0.3%	2,259,245	-27.7%	0	0	2,259,245	(1,340,947)	63%	63%	(1,107,890)	5.0%	-31%	20%	720,038	(1,827,928)	
	FY 09-10	2,225,461	-38.2%	1,792,389	-20.7%	0	0	1,792,389	(433,072)	81%	81%	(1,540,962)	5.5%	-69%	20%	445,092	(1,986,054)	
	FY 10-11 estimate	2,199,375	-1.2%	2,010,071	12.1%	0	0	2,010,071	(189,304)	91%	91%	(1,730,266)	8.0%	-79%	20%	439,875	(2,170,141)	
	FY 11-12 estimate	2,303,392	4.7%	2,228,830	10.9%	0	0	2,228,830	(74,562)	97%	97%	(1,804,828)	8.0%	-78%	20%	460,678	(2,265,506)	
	FY 12-13 estimate	2,445,298	6.2%	2,545,894	14.2%	0	0	2,545,894	100,596	104%	104%	(1,704,231)	8.0%	-70%	20%	489,060	(2,193,291)	
	FY 13-14 estimate	2,814,091	15.1%	2,856,455	12.2%	0	0	2,856,455	42,364	102%	102%	(1,661,867)	8.0%	-59%	20%	562,818	(2,224,685)	
	FY 14-15 estimate	2,886,915	2.6%	3,457,990	21.1%	0	0	3,457,990	571,076	120%	120%	(1,090,791)	8.0%	-38%	20%	577,383	(1,668,174)	
	FY 15-16 estimate	2,746,893	-4.9%	4,118,978	19.1%	0	0	4,118,978	1,372,085	150%	150%	281,293	8.0%	10%	20%	549,379	(268,085)	
	Facilities Permits	FY 88-89																
		FY 89-90																
FY 90-91																		
FY 91-92																		
FY 92-93																		
FY 93-94																		
FY 94-95																		
FY 95-96																		
FY 96-97																		
FY 97-98																		
FY 98-99		351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(339,790)	
FY 99-00		562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(533,535)	
FY 00-01		1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133	(749,891)	
FY 01-02		1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193	(713,915)	
FY 02-03		1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142	(802,777)	
FY 03-04		1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,171,327)	
FY 04-05		2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,633,103)	
FY 05-06		2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(312,621)	
FY 06-07		2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(509,842)	
FY 07-08		2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	82,220	
FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559	902,547		
FY 09-10	2,253,005	-2.8%	2,142,249	-31.7%	0	0	2,142,249	(110,756)	95%	95%	1,139,350	4.0%	51%	15%	337,951	801,399		
FY 10-11 estimate	2,235,723	-0.8%	2,571,481	20.0%	0	(424,282)	2,147,199	(88,525)	115%	96%	1,050,825	8.0%	47%	15%	335,359	715,466		
FY 11-12 estimate	2,542,006	13.7%	2,643,117	2.8%	0	(424,282)	2,218,836	(323,171)	104%	87%	727,654	8.0%	29%	20%	508,401	219,253		
FY 12-13 estimate	2,642,319	3.9%	2,845,756	7.7%	0	(424,282)	2,421,474	(220,845)	108%	92%	506,809	4.5%	19%	20%	528,464	(21,655)		
FY 13-14 estimate	3,071,919	16.3%	3,060,929	7.6%	0	0	3,060,929	(10,991)	100%	100%	495,818	4.0%	16%	20%	614,384	(118,566)		
FY 14-15 estimate	3,302,647	7.5%	3,396,860	11.0%	0	0	3,396,860	94,213	103%	103%	590,031	4.0%	18%	20%	660,529	(70,498)		
FY 15-16 estimate	3,637,746	10.1%	3,769,282	11.0%	0	0	3,769,282	131,536	104%	104%	721,567	4.0%	20%	20%	727,549	(5,982)		

Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN

Appendix C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal	
State Programs Subtotal	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
	FY 90-91	6,792,346	8.7%	8,398,543	6.5%	0	0	8,398,543	1,606,197	124%	124%	5,125,439					
	FY 91-92	7,354,048	8.3%	7,240,253	-13.8%	0	0	7,240,253	(113,795)	98%	98%	5,011,644					
	FY 92-93	7,967,246	8.3%	7,890,169	9.0%	0	0	7,890,169	(77,077)	99%	99%	4,934,567					
	FY 93-94	8,651,339	8.6%	9,206,897	16.7%	0	0	9,206,897	555,558	106%	106%	5,490,125					
	FY 94-95	9,775,069	13.0%	10,185,833	10.6%	0	0	10,185,833	410,764	104%	104%	5,900,889					
	FY 95-96	10,902,631	11.5%	11,101,387	9.0%	0	0	11,101,387	198,756	102%	102%	6,099,645		56%	45%	4,906,184	1,193,461
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	14,334,011	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037,177
	FY 97-98	14,543,117	14.6%	14,793,436	3.2%	0	0	14,793,436	250,319	102%	102%	7,996,748		55%	35%	5,090,091	2,906,657
	FY 98-99	16,479,729	13.3%	14,841,116	0.3%	0	0	14,841,116	(1,638,613)	90%	90%	6,358,135		39%	35%	5,697,508	660,627
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2,739,591		15%	34%	6,398,118	(3,658,527)
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0	17,167,730	238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775,170)
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837,060)
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0	19,170,876	1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650,571)
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409,813)
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109%	8,007,174		38%	39%	8,150,389	(143,215)
	FY 05-06	21,749,572	4.2%	25,349,813	8.7%	0	(579,848)	24,769,965	3,020,393	117%	114%	11,027,567		51%	23%	4,913,385	6,114,182
	FY 06-07	24,051,763	10.6%	26,375,546	4.0%	0	(579,848)	25,795,698	1,743,935	110%	107%	12,771,502		53%	23%	5,433,384	7,338,118
	FY 07-08	26,464,793	10.0%	27,482,652	4.2%	0	(579,848)	26,902,804	438,011	104%	102%	13,209,513		50%	23%	6,001,955	7,207,558
	FY 08-09	25,779,450	-2.6%	21,031,299	-23.5%	0	(579,848)	20,451,451	(5,327,999)	82%	79%	7,881,514		31%	23%	5,831,710	2,049,804
	FY 09-10	18,552,389	-28.0%	16,574,216	-21.2%	0	(579,848)	15,994,368	(2,558,022)	89%	86%	5,323,492		29%	22%	4,163,435	1,160,057
	FY 10-11 estimate	16,946,901	-8.7%	16,311,254	-1.6%	0	(579,848)	15,731,406	(1,215,495)	96%	93%	4,107,997		24%	28%	4,751,956	(643,958)
	FY 11-12 estimate	18,240,484	7.6%	18,091,594	10.9%	0	0	18,091,594	(148,889)	99%	99%	3,959,108		22%	29%	5,227,976	(1,268,868)
	FY 12-13 estimate	19,918,210	9.2%	20,437,136	13.0%	0	0	20,437,136	518,926	103%	103%	4,478,034		22%	29%	5,730,991	(1,252,957)
	FY 13-14 estimate	23,317,662	17.1%	22,682,804	11.0%	0	0	22,682,804	(634,858)	97%	97%	3,843,176		16%	29%	6,726,999	(2,883,822)
	FY 14-15 estimate	25,211,226	8.1%	25,864,560	14.0%	0	0	25,864,560	653,333	103%	103%	4,496,510		18%	29%	7,302,037	(2,805,528)
FY 15-16 estimate	25,403,210	0.8%	29,008,434	12.2%	0	0	29,008,434	3,605,224	114%	114%	8,101,734		32%	29%	7,342,760	758,974	
Site Development	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01	765,481	---	601,783	---	0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
	FY 01-02	930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
	FY 02-03	1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
	FY 03-04	1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
	FY 07-08	1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
FY 08-09	1,657,910	-2.2%	833,395	-48.7%	0	0	833,395	(824,515)	50%	50%	(262,627)	7.3%	-16%	20%	331,582	(594,209)	
FY 09-10	1,076,923	-35.0%	869,211	4.3%	0	0	869,211	(207,712)	81%	81%	(470,339)	7.5%	-44%	20%	215,385	(685,724)	
FY 10-11 estimate	616,034	-42.8%	808,211	-7.0%	0	0	808,211	192,176	131%	131%	(278,163)	8.0%	-45%	20%	123,207	(401,370)	
FY 11-12 estimate	681,968	10.7%	866,846	7.3%	0	0	866,846	184,878	127%	127%	(93,285)	5.0%	-14%	20%	136,394	(229,679)	
FY 12-13 estimate	802,759	17.7%	934,694	7.8%	0	0	934,694	131,935	116%	116%	38,650	0.0%	5%	20%	160,552	(121,902)	
FY 13-14 estimate	935,915	16.6%	1,002,865	7.3%	0	0	1,002,865	66,950	107%	107%	105,600	0.0%	11%	20%	187,183	(81,583)	
FY 14-15 estimate	1,119,768	19.6%	1,098,568	9.5%	0	0	1,098,568	(21,200)	98%	98%	84,400	0.0%	8%	20%	223,954	(139,554)	
FY 15-16 estimate	1,064,046	-5.0%	1,202,019	9.4%	0	0	1,202,019	137,973	113%	113%	222,373	0.0%	21%	20%	212,809	9,564	

Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN

Appendix C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Environmental Soils	FY 88-89	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
	FY 89-90	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%		86,304	120,816	
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%		84,018	52,351	
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%		91,675	(83,646)	
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%		93,652	(301,120)	
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%		106,002	(699,061)	
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816	
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351	
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)	
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)	
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)	
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)	
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)	
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)	
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)	
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)	
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)	
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)	
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)	
	FY 08-09	236,750	-13.6%	213,718	-10.0%	0	0	213,718	(23,032)	90%	90%	(1,124,488)	5.0%	-475%	20%	47,350	(1,171,838)	
	FY 09-10	318,377	34.5%	172,885	-19.1%	0	0	172,885	(145,492)	54%	54%	(1,269,980)	5.0%	-399%	20%	63,675	(1,333,655)	
	FY 10-11 estimate	293,663	-7.8%	204,913	18.5%	0	0	204,913	(88,750)	70%	70%	(1,358,729)	12.0%	-463%	20%	58,733	(1,417,462)	
	FY 11-12 estimate	284,515	-3.1%	319,991	56.2%	0	0	319,991	35,476	112%	112%	(1,323,253)	70.0%	-465%	20%	56,903	(1,380,156)	
	FY 12-13 estimate	297,276	4.5%	415,171	29.7%	0	0	415,171	117,896	140%	140%	(1,205,357)	20.0%	-405%	20%	59,455	(1,264,812)	
	FY 13-14 estimate	347,287	16.8%	510,127	22.9%	0	0	510,127	162,840	147%	147%	(1,042,518)	20.0%	-300%	20%	69,457	(1,111,975)	
	FY 14-15 estimate	356,056	2.5%	628,240	23.2%	0	0	628,240	272,184	176%	176%	(770,334)	20.0%	-216%	20%	71,211	(841,545)	
	FY 15-16 estimate	338,616	-4.9%	772,952	23.0%	0	0	772,952	434,336	228%	228%	(335,997)	20.0%	-99%	20%	67,723	(403,720)	
	Signs	FY 88-89	67,780	---	72,265	---	3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%			
		FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%			
		FY 90-91	135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%			
		FY 91-92	168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%			
FY 92-93		170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%				
FY 93-94		179,771	5.4%	179,934	19.4%	0	0	179,934	163	100%	100%	29,567	0%	16%				
FY 94-95		194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%				
FY 95-96		221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)	
FY 96-97		225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)	
FY 97-98		203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)	
FY 98-99		280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)	
FY 99-00		248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)	
FY 00-01		234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)	
FY 01-02		218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)	
FY 02-03		180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)	
FY 03-04		221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)	
FY 04-05		261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)	
FY 05-06		303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)	
FY 06-07		375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)	
FY 07-08		377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)	
FY 08-09		364,366	-3.5%	340,641	4.0%	0	0	340,641	(23,725)	93%	93%	(591,898)	7.5%	-162%	20%	72,873	(664,771)	
FY 09-10		302,961	-16.9%	327,401	-3.9%	0	0	327,401	24,440	108%	108%	(567,458)	7.5%	-187%	20%	60,592	(628,050)	
FY 10-11 estimate		272,099	-10.2%	354,128	8.2%	0	0	354,128	82,028	130%	130%	(485,429)	8.0%	-178%	20%	54,420	(539,849)	
FY 11-12 estimate		260,572	-4.2%	384,915	8.7%	0	0	384,915	124,343	148%	148%	(361,086)	8.0%	-139%	20%	52,114	(413,200)	
FY 12-13 estimate		272,491	4.6%	425,868	10.6%	0	0	425,868	153,377	156%	156%	(207,709)	8.0%	-76%	20%	54,498	(262,207)	
FY 13-14 estimate		318,644	16.9%	470,683	10.5%	0	0	470,683	152,039	148%	148%	(55,670)	8.0%	-17%	20%	63,729	(119,398)	
FY 14-15 estimate		461,197	44.7%	517,881	10.0%	0	0	517,881	56,685	112%	112%	1,015	8.0%	0%	20%	92,239	(91,224)	
FY 15-16 estimate	481,245	4.3%	554,355	7.0%	0	0	554,355	73,110	115%	115%	74,125	5.0%	15%	20%	96,249	(22,124)		

**Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN**

**Appendix C**

**Program Detail**

44

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Zoning Enforcement	FY 88-89	108,388	---	198,122	---	6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%				
	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%				
	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%				
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%				
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%				
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%				
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%				
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58,461)	
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38,591	
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442	64,721	
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63,188	
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4,132	
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	240	
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(8,105)	
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(17,242)	
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955	(62,121)	
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835	(9,885)	
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976	(6,026)	
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164	(39,214)	
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429	(17,479)	
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(54,464)	
	FY 09-10	716,321	-12.4%	697,735	-13.7%	0	0	697,735	(18,586)	97%	97%	90,547	5.0%	13%	20%	143,264	(52,717)	
	FY 10-11 estimate	624,400	-12.8%	665,433	-4.6%	0	0	665,433	41,033	107%	107%	131,580	8.0%	21%	20%	124,880	6,700	
	FY 11-12 estimate	757,291	21.3%	713,767	7.3%	0	0	713,767	(43,524)	94%	94%	88,056	5.0%	12%	20%	151,458	(63,402)	
	FY 12-13 estimate	782,120	3.3%	801,154	12.2%	0	0	801,154	19,034	102%	102%	107,090	5.0%	14%	20%	156,424	(49,334)	
	FY 13-14 estimate	904,041	15.6%	901,996	12.6%	0	0	901,996	(2,045)	100%	100%	105,045	5.0%	12%	20%	180,808	(75,763)	
	FY 14-15 estimate	1,004,134	11.1%	1,036,677	14.9%	0	0	1,036,677	32,543	103%	103%	137,589	5.0%	14%	20%	200,827	(63,238)	
	FY 15-16 estimate	1,117,163	11.3%	1,190,760	14.9%	0	0	1,190,760	73,597	107%	107%	211,186	5.0%	19%	20%	223,433	(12,247)	
	Construction Programs Subtotal	FY 88-89	5,549,591	---	6,997,731	---	326,232	0	7,323,963	1,774,372	126%	132%	1,774,372		32%			
		FY 89-90	6,489,600	16.9%	8,271,270	18.2%	217,488	0	8,488,758	1,999,158	127%	131%	3,773,530		58%			
FY 90-91		7,370,629	13.6%	9,132,073	10.4%	0	0	9,132,073	1,761,444	124%	124%	5,534,974		75%				
FY 91-92		8,002,935	8.6%	7,880,578	-13.7%	0	0	7,880,578	(122,357)	98%	98%	5,412,617		68%				
FY 92-93		8,593,537	7.4%	8,533,048	8.3%	0	0	8,533,048	(60,489)	99%	99%	5,352,128		62%				
FY 93-94		9,475,362	10.3%	9,948,471	16.6%	0	0	9,948,471	473,109	105%	105%	5,825,237		61%				
FY 94-95		10,741,613	13.4%	10,990,548	10.5%	0	0	10,990,548	248,935	102%	102%	6,074,172		57%				
FY 95-96		11,895,431	10.7%	12,130,741	10.4%	0	0	12,130,741	235,310	102%	102%	6,309,482		53%	43%	5,104,744	1,204,738	
FY 96-97		13,687,722	15.1%	15,309,096	26.2%	0	0	15,309,096	1,621,374	112%	112%	7,930,856		58%	43%	5,909,351	2,021,505	
FY 97-98		15,587,112	13.9%	15,715,277	2.7%	0	0	15,715,277	128,165	101%	101%	8,059,021		52%	34%	5,298,890	2,760,131	
FY 98-99		17,618,590	13.0%	15,622,226	-0.6%	0	0	15,622,226	(1,996,364)	89%	89%	6,062,657		34%	34%	5,925,281	137,376	
FY 99-00		19,868,584	12.8%	15,699,322	0.5%	0	0	15,699,322	(4,169,262)	79%	79%	1,893,395		10%	33%	6,651,512	(4,758,117)	
FY 00-01		18,906,591	-4.8%	18,444,247	17.5%	180,000	0	18,624,247	(282,344)	98%	99%	1,611,051		9%	38%	7,262,974	(5,651,923)	
FY 01-02		19,334,476	2.3%	19,519,867	5.8%	0	0	19,519,867	185,391	101%	101%	1,796,442		9%	39%	7,447,647	(5,651,205)	
FY 02-03		19,913,884	3.0%	21,363,738	9.4%	0	0	21,363,738	1,449,854	107%	107%	3,246,296		16%	38%	7,615,615	(4,369,319)	
FY 03-04		21,441,897	7.7%	23,660,382	10.8%	0	(579,848)	23,080,534	1,638,637	110%	108%	5,006,816		23%	38%	8,168,097	(3,161,281)	
FY 04-05		23,225,905	8.3%	25,769,359	8.9%	0	(579,848)	25,189,511	1,963,606	111%	108%	6,970,422		30%	38%	8,810,151	(1,839,729)	
FY 05-06		24,263,924	4.5%	28,055,369	8.9%	0	(579,848)	27,475,521	3,211,597	116%	113%	10,182,019		42%	22%	5,416,255	4,765,764	
FY 06-07		27,009,216	11.3%	29,346,651	4.6%	0	(579,848)	28,766,803	1,757,587	109%	107%	11,939,606		44%	22%	6,024,874	5,914,732	
FY 07-08		29,493,526	9.2%	30,354,490	3.4%	0	(579,848)	29,774,642	281,116	103%	101%	12,220,722		41%	22%	6,607,702	5,613,020	
FY 08-09		28,856,462	-2.2%	23,227,222	-23.5%	0	(579,848)	22,647,374	(6,209,088)	80%	78%	6,011,634		21%	22%	6,447,112	(435,478)	
FY 09-10		20,966,971	-27.3%	18,641,448	-19.7%	0	(579,848)	18,061,600	(2,905,371)	89%	86%	3,106,263		15%	22%	4,646,351	(1,540,088)	
FY 10-11 estimate		18,753,098	-10.6%	18,343,939	-1.6%	0	(579,848)	17,764,091	(989,007)	98%	95%	2,117,256		11%	27%	5,113,195	(2,995,939)	
FY 11-12 estimate		20,224,830	7.8%	20,377,114	11.1%	0	0	20,377,114	152,283	101%	101%	2,269,539		11%	28%	5,624,845	(3,355,306)	
FY 12-13 estimate		22,072,856	9.1%	23,014,024	12.9%	0	0	23,014,024	941,169	104%	104%	3,210,708		15%	28%	6,161,920	(2,951,212)	
FY 13-14 estimate		25,823,549	17.0%	25,568,475	11.1%	0	0	25,568,475	(255,074)	99%	99%	2,955,634		11%	28%	7,228,176	(4,272,542)	
FY 14-15 estimate		28,152,382	9.0%	29,145,927	14.0%	0	0	29,145,927	993,545	104%	104%	3,949,180		14%	28%	7,890,269	(3,941,089)	
FY 15-16 estimate		28,404,279	0.9%	32,728,520	12.3%	0	0	32,728,520	4,324,240	115%	115%	8,273,420		29%	28%	7,942,974	330,446	



Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN

Appendix C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal
Noise	FY 89-90	66,841	---	5,503	---	61,338	0	66,841	0	8%	100%	0	0.0%	0%			
	FY 90-91	63,251	-5.4%	8,244	49.8%	55,007	0	63,251	0	13%	100%	0	0%	0%			
	FY 91-92	34,270	-45.8%	5,900	-28.4%	28,370	0	34,270	0	17%	100%	0	0%	0%			
	FY 92-93	36,487	6.5%	7,102	20.4%	29,385	0	36,487	0	19%	100%	0	0%	0%			
	FY 93-94	46,034	26.2%	8,140	14.6%	37,894	0	46,034	0	18%	100%	0	0%	0%			
	FY 94-95	57,945	25.9%	10,095	24.0%	47,850	0	57,945	0	17%	100%	0	0%	0%			
	FY 95-96	80,144	38.3%	10,000	-0.9%	70,144	0	80,144	0	12%	100%	0	0%	0%			
	FY 96-97	40,915	-48.9%	10,025	0.3%	30,890	0	40,915	0	25%	100%	0	0%	0%			
	FY 97-98	62,655	53.1%	16,599	65.6%	46,056	0	62,655	0	26%	100%	0	0%	0%			
	FY 98-99	67,212	7.3%	24,170	45.6%	43,042	0	67,212	0	36%	100%	0	0%	0%			
	FY 99-00	134,438	100.0%	27,400	13.4%	107,038	0	134,438	0	20%	100%	0	0%	0%			
	FY 00-01	260,678	93.9%	83,293	204.0%	177,385	0	260,678	0	32%	100%	0	0%	0%			
	FY 01-02	272,034	4.4%	62,657	-24.8%	209,377	0	272,034	0	23%	100%	0	0%	0%			
	FY 02-03	283,975	4.4%	47,193	-24.7%	236,782	0	283,975	0	17%	100%	0	0%	0%			
	FY 03-04	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%			
	FY 04-05	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%			
	FY 05-06	236,240	0.0%	76,867	0.0%	252,394	0	329,261	93,021	33%	139%	93,021	0.0%	39%	20%	47,248	45,773
	FY 06-07	376,166	59.2%	73,282	-4.7%	240,649	0	313,931	(62,235)	19%	83%	30,786	4%	8%	20%	75,233	(44,447)
	FY 07-08	357,894	-4.9%	87,652	19.6%	248,696	0	336,348	(21,546)	24%	94%	9,240	5.0%	3%	20%	71,579	(62,339)
	FY 08-09	354,879	-0.8%	88,284	0.7%	256,300	0	344,584	(10,295)	25%	97%	(1,055)	5.0%	0%	20%	70,976	(72,031)
	FY 09-10	379,238	6.9%	101,445	14.9%	267,251	0	368,696	(10,542)	27%	97%	(11,597)	5.0%	-3%	20%	75,848	(87,445)
	FY 10-11 estimate	384,401	1.4%	97,944	-3.9%	264,098	0	361,592	(22,809)	25%	94%	(34,407)	8.0%	-9%	20%	76,880	(111,287)
	FY 11-12 estimate	384,155	-0.1%	105,964	8.7%	281,002	0	386,966	2,811	28%	101%	(31,596)	8.0%	-8%	20%	76,831	(108,427)
FY 12-13 estimate	400,237	4.2%	116,930	10.3%	281,002	0	397,933	(2,305)	29%	99%	(33,901)	8.0%	-8%	20%	80,047	(113,948)	
FY 13-14 estimate	466,148	16.5%	128,979	10.3%	281,002	0	409,981	(56,167)	28%	88%	(90,068)	8.0%	-19%	20%	93,230	(183,297)	
FY 14-15 estimate	474,588	1.8%	141,925	10.0%	281,002	0	422,928	(51,660)	30%	89%	(141,728)	8.0%	-30%	20%	94,918	(236,646)	
FY 15-16 estimate	449,817	-5.2%	155,803	9.8%	281,002	0	436,805	(13,012)	35%	97%	(154,740)	8.0%	-34%	20%	89,963	(244,703)	
Land Use Services	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99											0					
	FY 99-00	4,237,785		2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509,352)
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383,530)
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751,904)
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199,985)
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384,671)
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646,181)
	FY 05-06	7,106,749	10.0%	6,364,363	40.8%	1,097,443	579,848	8,041,654	934,905	90%	113%	581,038	4.0%	8%	20%	1,421,350	(840,312)
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300,418)
	FY 07-08	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426,566)
	FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644,303)
	FY 09-10	5,921,030	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(38,101)	68%	99%	(1,707,762)	7.0%	-29%	20%	1,184,206	(2,891,968)
	FY 10-11 estimate	4,964,990	-16.1%	3,285,322	-18.9%	1,240,666	579,848	5,105,835	140,846	66%	103%	(1,566,916)	8.0%	-32%	20%	992,998	(2,559,914)
FY 11-12 estimate	5,286,142	6.5%	4,083,243	24.3%	1,320,076		5,403,319	117,176	77%	102%	(1,449,740)	8.0%	-27%	20%	1,057,228	(2,506,969)	
FY 12-13 estimate	5,648,982	6.9%	4,790,090	17.3%	1,320,076		6,110,166	461,184	85%	108%	(988,556)	8.0%	-17%	20%	1,129,796	(2,118,352)	
FY 13-14 estimate	6,913,479	22.4%	5,550,005	15.9%	1,320,076		6,870,081	(43,399)	80%	99%	(1,031,954)	8.0%	-15%	20%	1,382,696	(2,414,650)	
FY 14-15 estimate	7,210,181	4.3%	6,527,505	17.6%	1,320,076		7,847,581	637,400	91%	109%	(394,555)	7.0%	-5%	20%	1,442,036	(1,836,591)	
FY 15-16 estimate	6,998,786	-2.9%	7,585,488	16.2%	1,320,076		8,905,564	1,906,778	108%	127%	1,512,223	6.0%	22%	20%	1,399,757	112,466	



Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN

Appendix C

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL Cost Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Neighborhood Inspections	FY 88-89	1,130,341	---	228,285	---	881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%				
	FY 89-90	1,248,398	10.4%	179,602	-21.3%	1,073,608	0	1,223,226	(25,172)	14%	98%	(59,398)	0.0%	-5%				
	FY 90-91	1,550,748	24.2%	257,143	43.2%	1,185,341	0	1,442,474	(108,274)	17%	93%	(167,672)	0%	-11%				
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%				
	FY 92-93	1,848,346	7.9%	720,920	22.2%	1,145,076	0	1,864,773	16,427	39%	101%	(198,700)	0.0%	-11%				
	FY 93-94	1,964,276	6.3%	854,576	18.5%	1,071,138	0	1,925,541	(38,735)	44%	98%	(237,435)	0%	-12%				
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%				
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%				
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%				
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%				
Neighborhood Inspections Program transferred to ONI in FY 2003-04	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%				
	FY 99-00	2,721,664	20.0%	2,014,977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952,582	483,188	
	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999,953	
	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304,446	
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,690	
	FY 03-04																	
	FY 04-05																	
	FY 05-06											946,813						
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,391	
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,847)	
FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,280)		
FY 09-10	1,660,195	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,043	111%	134%	(732,705)	5.0%	-44%	20%	332,039	(1,064,744)		
FY 10-11 estimate	1,625,200	-2.1%	2,094,801	14.0%	384,391		2,479,192	853,992	129%	153%	121,287	8.0%	7%	20%	325,040	(203,753)		
FY 11-12 estimate	2,049,429	26.1%	2,071,475	-1.1%	408,995		2,480,470	431,040	101%	121%	552,327	8.0%	27%	25%	512,357	39,970		
FY 12-13 estimate	2,205,611	7.6%	1,926,309	-7.0%	408,995		2,335,304	129,692	87%	106%	682,020	5.0%	31%	25%	551,403	130,617		
FY 13-14 estimate	2,386,894	8.2%	1,997,030	3.7%	408,995		2,406,024	19,130	84%	101%	701,150	5.0%	29%	25%	596,724	104,426		
FY 14-15 estimate	2,516,983	5.5%	2,079,998	4.2%	408,995		2,488,993	(27,990)	83%	99%	673,160	5.0%	27%	25%	629,246	43,914		
FY 15-16 estimate	2,639,791	4.9%	2,160,034	3.8%	408,995		2,569,029	(70,762)	82%	97%	602,398	5.0%	23%	25%	659,948	(67,550)		

## Bureau of Development Services 2011 Financial Plan - Worst Case Scenario

### Fee Increases and Programmatic Revenue Growth Assumptions

#### Programmatic Revenue Growth Assumptions<sup>1</sup>

Program	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Building/Mechanical	-1.9%	2.0%	2.3%	4.6%	4.5%
Electrical	-0.9%	1.6%	0.2%	2.4%	1.8%
Plumbing	-1.0%	1.2%	-0.8%	7.3%	5.8%
Facilities Permits	-1.7%	1.3%	1.5%	4.5%	4.2%
Site Development	-1.9%	2.0%	2.3%	4.6%	4.5%
Environmental Soils	-0.1%	0.9%	1.9%	2.1%	1.9%
Signs	1.0%	1.6%	1.5%	1.0%	0.5%
Zoning Enforcement	-1.9%	2.0%	2.3%	4.6%	4.5%
Noise	0.9%	1.2%	1.1%	0.9%	0.6%
Neighborhood Inspections	-3.4%	-2.3%	-2.0%	-1.6%	-2.1%
Land Use Services (Case Review)	-1.9%	2.0%	2.3%	4.6%	4.5%
Land Use Services (Planning & Zoning)	-1.9%	2.0%	2.3%	4.6%	4.5%

#### Projected Fee Increases

Program	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16
Building/Mechanical	8.0%	5.0%	5.0%	4.0%	2.0%
Electrical	8.0%	8.0%	4.0%	4.0%	3.0%
Plumbing	8.0%	8.0%	8.0%	8.0%	8.0%
Facilities Permits	8.0%	4.5%	4.0%	4.0%	4.0%
Site Development	5.0%	0.0%	0.0%	0.0%	0.0%
Environmental Soils	70.0%	20.0%	20.0%	20.0%	20.0%
Signs	8.0%	8.0%	8.0%	8.0%	5.0%
Zoning Enforcement	5.0%	5.0%	5.0%	5.0%	5.0%
Noise	8.0%	8.0%	8.0%	8.0%	8.0%
Neighborhood Inspections	8.0%	5.0%	5.0%	5.0%	5.0%
Land Use Services	8.0%	8.0%	8.0%	7.0%	6.0%

#### Note

- The Programmatic Revenue Growth Rates presented in this table may not necessarily match revenue growth rates presented in Appendix D Program Detail.  
Growth Rates in Appendix D Program Detail account for projected fee increases, revenue items that are shared by several programs, and interagency revenue transfers.

**Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO**

**Appendix D**

**Program Detail**

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal	
Bureau of Development Services Total	FY 88-89	6,679,932		7,226,016		1,207,513	0	8,420,078	1,740,146	108%	126%	1,740,146		26%			
	FY 89-90	7,804,839	16.8%	8,456,375	17.0%	1,352,434	0	9,778,825	1,973,986	108%	125%	3,714,132		48%			
	FY 90-91	8,984,628	15.1%	9,397,460	11.1%	1,240,348	0	10,637,798	1,653,170	105%	118%	5,367,302		60%			
	FY 91-92	9,750,454	8.5%	8,476,321	-9.8%	1,117,002	0	9,580,642	(169,812)	87%	98%	5,197,490		53%			
	FY 92-93	10,478,370	7.5%	9,261,070	9.3%	1,174,461	0	10,434,308	(44,062)	88%	100%	5,153,428		49%			
	FY 93-94	11,485,672	9.6%	10,811,187	16.7%	1,109,032	0	11,920,046	434,374	94%	104%	5,587,802		49%			
	FY 94-95	12,932,685	12.6%	12,251,729	13.3%	1,223,888	0	13,469,512	536,827	95%	104%	6,124,629		47%			
	FY 95-96	14,310,355	10.7%	13,613,838	11.1%	1,260,219	0	14,874,170	563,815	95%	104%	6,688,444		47%	36%	5,104,744	
	FY 96-97	16,433,262	14.8%	16,859,160	23.8%	1,237,345	0	18,094,276	1,661,014	103%	110%	8,349,458		51%	36%	5,909,351	
	FY 97-98	18,120,647	10.3%	17,293,081	2.6%	1,089,402	0	18,380,901	260,254	95%	101%	8,609,712		48%	29%	5,298,890	
	FY 98-99	19,953,684	10.1%	17,378,881	0.5%	1,126,269	0	18,500,671	(1,453,013)	87%	93%	7,156,699		36%	30%	5,925,281	
	FY 99-00	26,962,471	35.1%	20,283,611	16.7%	3,285,940	0	23,473,142	(3,489,329)	75%	87%	3,667,370		14%	31%	8,451,651	(4,784,281)
	FY 00-01	27,154,738	0.7%	23,844,618	17.6%	3,739,486	0	27,312,336	157,598	88%	101%	3,824,968		14%	33%	8,860,467	(5,035,499)
	FY 01-02	28,076,901	3.4%	24,965,553	4.7%	3,359,989	0	28,294,996	218,095	89%	101%	4,043,063		14%	33%	9,141,725	(5,098,662)
	FY 02-03	28,972,590	3.2%	27,100,082	8.5%	2,153,794	0	29,219,474	246,884	94%	101%	4,743,947		16%	32%	9,370,561	(4,626,614)
	FY 03-04	27,643,694	-4.6%	27,349,541	0.9%	1,143,072	0	28,492,613	848,919	99%	103%	4,740,621		17%	34%	9,408,456	(4,667,835)
	FY 04-05	29,687,477	7.4%	30,288,167	10.7%	1,153,361	0	31,441,528	1,754,051	102%	106%	6,494,672		22%	34%	10,102,465	(3,607,793)
	FY 05-06	31,606,913	6.5%	34,496,599	13.9%	1,349,837	0	35,846,436	4,239,523	109%	113%	11,681,009		37%	22%	6,884,853	4,796,156
	FY 06-07	37,648,184	19.1%	37,951,928	10.0%	1,895,291	0	39,847,219	2,199,035	101%	106%	13,880,044		37%	22%	8,152,668	5,727,376
	FY 07-08	41,591,917	10.5%	39,315,012	3.6%	2,129,627	0	41,444,639	(147,278)	95%	100%	13,732,766		33%	22%	9,027,380	4,705,386
	FY 08-09	42,037,209	1.1%	29,343,100	-25.4%	1,882,631	0	31,225,731	(10,811,478)	70%	74%	2,921,288		7%	22%	9,083,261	(6,161,973)
	FY 09-10	28,927,434	-31.2%	24,630,654	-16.1%	1,907,809	0	26,538,463	(2,388,971)	85%	92%	532,317		2%	22%	6,238,444	(5,706,127)
	FY 10-11 estimate	25,727,689	-11.1%	23,821,555	-3.3%	1,889,155	0	25,710,710	(16,978)	93%	100%	515,338		2%	25%	6,508,113	(5,992,775)
	FY 11-12 estimate	25,902,894	0.7%	25,436,379	6.8%	2,010,073	0	27,446,451	1,543,557	98%	106%	2,058,896		8%	26%	6,761,880	(4,702,984)
	FY 12-13 estimate	27,175,822	4.9%	27,232,820	7.1%	2,010,073	0	29,242,893	2,067,070	100%	108%	4,125,966		15%	26%	7,080,974	(2,955,008)
	FY 13-14 estimate	31,730,880	16.8%	28,966,617	6.4%	2,010,073	0	30,976,690	(754,190)	91%	98%	3,371,776		11%	26%	8,264,040	(4,892,265)
	FY 14-15 estimate	33,339,540	5.1%	31,574,501	9.0%	2,010,073	0	33,584,574	245,033	95%	101%	3,616,809		11%	26%	8,736,572	(5,119,763)
FY 15-16 estimate	32,780,138	-1.7%	33,941,941	7.5%	2,010,073	0	35,952,014	3,171,876	104%	110%	6,788,685		21%	26%	8,605,369	(1,816,684)	

**Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO**

**Appendix D**

**Program Detail**

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Building / Mechanical	FY 88-89	3,360,020	---	4,666,774	---	197,533	0	4,864,307	1,504,287	139%	145%	1,504,287	18.5%	45%				
	FY 89-90	3,980,769	18.5%	5,152,602	10.4%	131,679	0	5,284,281	1,303,512	129%	133%	2,807,799	3.0%	71%				
	FY 90-91	4,653,765	16.9%	5,607,108	8.8%	0	0	5,607,108	953,343	120%	120%	3,761,142	0%	81%				
	FY 91-92	4,726,904	1.6%	4,690,090	-16.4%	0	0	4,690,090	(36,814)	99%	99%	3,724,328	0%	79%				
	FY 92-93	5,128,071	8.5%	5,276,884	12.5%	0	0	5,276,884	148,813	103%	103%	3,873,141	4.0%	76%				
	FY 93-94	5,583,359	8.9%	6,070,067	15.0%	0	0	6,070,067	486,708	109%	109%	4,359,849	0%	78%				
	FY 94-95	6,198,693	11.0%	6,651,588	9.6%	0	0	6,651,588	452,895	107%	107%	4,812,744	0%	78%				
	FY 95-96	6,834,842	10.3%	7,566,634	13.8%	0	0	7,566,634	731,792	111%	111%	5,544,536	0%	81%	45%	3,075,679	2,468,857	
	FY 96-97	7,976,700	16.7%	9,773,031	29.2%	0	0	9,773,031	1,796,331	123%	123%	7,340,867	0%	92%	45%	3,589,515	3,751,352	
	FY 97-98	9,390,643	17.7%	10,059,867	2.9%	0	0	10,059,867	669,224	107%	107%	8,010,091	0%	85%	35%	3,286,725	4,723,366	
	FY 98-99	10,789,561	14.9%	9,736,993	-3.2%	0	0	9,736,993	(1,052,568)	90%	90%	6,957,523	0%	64%	35%	3,776,346	3,181,177	
	FY 99-00	11,897,225	10.3%	9,877,427	-1.4%	0	0	9,877,427	(2,019,798)	83%	83%	4,937,725	15.0%	42%	35%	4,164,029	773,696	
	FY 00-01	10,435,537	-12.3%	11,118,980	12.6%	180,000	0	11,298,980	863,443	107%	108%	5,801,168	4%/15%	56%	45%	4,695,992	1,105,176	
	FY 01-02	10,692,258	2.5%	11,221,954	0.9%	0	0	11,221,954	529,696	105%	105%	6,330,864	0%	59%	45%	4,811,516	1,519,348	
	FY 02-03	10,826,209	1.3%	12,136,022	8.1%	0	0	12,136,022	1,309,813	112%	112%	7,640,677	0%	71%	45%	4,871,794	2,768,883	
	FY 03-04	11,970,227	10.6%	13,543,599	11.6%	0	(579,848)	12,963,751	993,525	113%	108%	8,634,202	0%	72%	45%	5,386,602	3,247,600	
	FY 04-05	12,746,932	6.5%	15,006,710	10.8%	0	(579,848)	14,426,862	1,679,931	118%	113%	10,314,132	0%	81%	45%	5,736,119	4,578,013	
	FY 05-06	13,353,551	4.8%	15,641,159	4.2%	0	(1,852,693)	13,788,466	434,916	117%	103%	10,749,048	-10.0%	80%	25%	3,338,388	7,410,660	
	FY 06-07	14,777,028	10.7%	16,548,057	5.8%	0	(579,848)	15,968,209	1,191,181	112%	108%	11,940,229	0%	81%	25%	3,694,257	8,245,972	
	FY 07-08	16,498,995	11.7%	17,835,165	7.8%	0	(579,848)	17,255,317	756,322	108%	105%	12,696,551	0.0%	77%	25%	4,124,749	8,571,803	
	FY 08-09	15,833,452	-4.0%	12,585,323	-29.4%	0	(579,848)	12,005,475	(3,827,977)	79%	76%	8,868,574	0.0%	56%	25%	3,958,363	4,910,211	
	FY 09-10	11,312,147	-28.6%	10,016,413	-20.4%	0	(579,848)	9,436,565	(1,875,582)	89%	83%	6,992,992	0.0%	62%	25%	2,828,037	4,164,956	
	FY 10-11 estimate	9,829,077	-13.1%	8,944,904	-10.7%	0	(155,566)	8,789,338	(1,039,739)	91%	89%	5,953,253	8.0%	61%	35%	3,440,177	2,513,076	
	FY 11-12 estimate	9,946,766	1.2%	9,681,792	8.2%	0	424,282	10,106,073	159,308	97%	102%	6,112,561	8.0%	61%	35%	3,481,368	2,631,193	
	FY 12-13 estimate	10,298,959	3.5%	10,515,603	8.6%	0	424,282	10,939,885	640,926	102%	106%	6,753,487	5.0%	66%	35%	3,604,636	3,148,851	
	FY 13-14 estimate	12,052,358	17.0%	11,241,469	6.9%	0	0	11,241,469	(810,889)	93%	93%	5,942,597	5.0%	49%	35%	4,218,325	1,724,272	
	FY 14-15 estimate	13,039,521	8.2%	12,246,876	8.9%	0	0	12,246,876	(792,645)	94%	94%	5,149,953	4.0%	39%	35%	4,563,832	586,120	
	FY 15-16 estimate	12,929,572	-0.8%	13,045,866	6.5%	0	0	13,045,866	116,294	101%	101%	5,266,247	2.0%	41%	35%	4,525,350	740,897	
	Electrical	FY 88-89	1,020,319	---	1,100,300	---	59,994	0	1,160,294	139,975	108%	114%	139,975	0.0%	14%			
		FY 89-90	1,136,657	11.4%	1,460,973	32.8%	39,986	0	1,500,959	364,302	129%	132%	504,277	4.0%	44%			
		FY 90-91	1,153,243	1.5%	1,716,564	17.5%	0	0	1,716,564	563,321	149%	149%	1,067,598	0%	93%			
		FY 91-92	1,435,194	24.4%	1,520,791	-11.4%	0	0	1,520,791	85,597	106%	106%	1,153,195	0%	80%			
FY 92-93		1,537,634	7.1%	1,482,310	-2.5%	0	0	1,482,310	(55,324)	96%	96%	1,097,871	0.0%	71%				
FY 93-94		1,726,109	12.3%	1,750,440	18.1%	0	0	1,750,440	24,331	101%	101%	1,122,202	0%	65%				
FY 94-95		1,950,025	13.0%	1,898,995	8.5%	0	0	1,898,995	(51,030)	97%	97%	1,071,172	0%	55%				
FY 95-96		2,101,300	7.8%	1,831,061	-3.6%	0	0	1,831,061	(270,239)	87%	87%	800,933	0%	38%	45%	945,585	(144,652)	
FY 96-97		2,365,452	12.6%	2,217,832	21.1%	0	0	2,217,832	(147,620)	94%	94%	653,313	5%	28%	45%	1,064,453	(411,140)	
FY 97-98		2,594,712	9.7%	2,293,287	3.4%	0	0	2,293,287	(301,425)	88%	88%	351,888	16%	14%	35%	908,149	(556,261)	
FY 98-99		2,733,903	5.4%	2,605,481	13.6%	0	0	2,605,481	(128,422)	95%	95%	223,466	0%	8%	35%	956,866	(733,400)	
FY 99-00		3,279,131	19.9%	2,671,333	2.5%	0	0	2,671,333	(607,798)	81%	81%	(384,332)	15.0%	-12%	35%	1,147,696	(1,532,028)	
FY 00-01		2,994,251	-8.7%	2,709,442	1.4%	0	0	2,709,442	(284,809)	90%	90%	(669,141)	5%	-22%	35%	1,047,988	(1,717,129)	
FY 01-02		2,944,226	-1.7%	2,644,588	-2.4%	0	0	2,644,588	(299,638)	90%	90%	(968,779)	0%	-33%	35%	1,030,479	(1,999,258)	
FY 02-03		2,939,083	-0.2%	2,805,442	6.1%	0	0	2,805,442	(133,641)	95%	95%	(1,102,420)	5%	-38%	35%	1,028,679	(2,131,099)	
FY 03-04		2,809,559	-4.4%	3,196,251	13.9%	0	0	3,196,251	386,692	114%	114%	(715,728)	0%	-25%	35%	983,346	(1,699,074)	
FY 04-05		3,151,912	12.2%	3,331,696	4.2%	0	0	3,331,696	179,785	106%	106%	(535,943)	2%	-17%	35%	1,103,169	(1,639,112)	
FY 05-06		3,338,567	5.9%	3,794,535	13.9%	0	0	3,794,535	455,969	114%	114%	(79,975)	3.0%	-2%	20%	667,713	(747,688)	
FY 06-07		3,721,649	11.5%	3,953,732	4.2%	0	0	3,953,732	232,082	106%	106%	152,108	5%	4%	20%	744,330	(592,222)	
FY 07-08		4,037,382	8.5%	3,613,217	-8.6%	0	0	3,613,217	(424,165)	89%	89%	(272,057)	4.5%	-7%	20%	807,476	(1,079,534)	
FY 08-09		4,028,746	-0.2%	3,049,645	-15.6%	0	0	3,049,645	(979,101)	76%	76%	(1,251,158)	5.0%	-31%	20%	805,749	(2,056,908)	
FY 09-10		2,761,776	-31.4%	2,623,165	-14.0%	0	0	2,623,165	(138,611)	95%	95%	(1,389,769)	5.0%	-50%	20%	552,355	(1,942,125)	
FY 10-11 estimate		2,682,725	-2.9%	2,784,798	6.2%	0	0	2,784,798	102,073	104%	104%	(1,287,697)	8.0%	-48%	20%	536,545	(1,824,242)	
FY 11-12 estimate		2,670,923	-0.4%	2,945,032	5.8%	0	0	2,945,032	274,109	110%	110%	(1,013,588)	8.0%	-38%	20%	534,185	(1,547,772)	
FY 12-13 estimate		2,774,488	3.9%	3,222,653	9.4%	0	0	3,222,653	448,165	116%	116%	(565,423)	8.0%	-20%	20%	554,898	(1,120,320)	
FY 13-14 estimate		3,185,507	14.8%	3,376,473	4.8%	0	0	3,376,473	190,966	106%	106%	(374,457)	4.0%	-12%	20%	637,101	(1,011,559)	
FY 14-15 estimate	3,284,018	3.1%	3,603,937	6.7%	0	0	3,603,937	319,919	110%	110%	(54,538)	4.0%	-2%	20%	656,804	(711,342)		
FY 15-16 estimate	3,115,547	-5.1%	3,779,806	4.9%	0	0	3,779,806	664,258	121%	121%	609,720	3.0%	20%	20%	623,109	(13,990)		

Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO

Appendix D

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Plumbing	FY 88-89	993,084	---	960,270	---	58,363	0	1,018,633	25,549	97%	103%	25,549	9.0%	3%				
	FY 89-90	1,133,015	14.1%	1,275,713	32.8%	38,919	0	1,314,632	181,617	113%	116%	207,166	9.0%	18%				
	FY 90-91	985,338	-13.0%	1,074,871	-15.7%	0	0	1,074,871	89,533	109%	109%	296,699	0%	30%				
	FY 91-92	1,191,950	21.0%	1,029,372	-4.2%	0	0	1,029,372	(162,578)	86%	86%	134,121	0%	11%				
	FY 92-93	1,301,541	9.2%	1,130,975	9.9%	0	0	1,130,975	(170,566)	87%	87%	(36,445)	15.0%	-3%				
	FY 93-94	1,341,871	3.1%	1,386,390	22.6%	0	0	1,386,390	44,519	103%	103%	8,074	5%	1%				
	FY 94-95	1,626,351	21.2%	1,635,250	18.0%	0	0	1,635,250	8,899	101%	101%	16,973	5%	1%				
	FY 95-96	1,966,489	20.9%	1,703,692	4.2%	0	0	1,703,692	(262,797)	87%	87%	(245,824)	0%	-13%	45%	884,920	(1,130,744)	
	FY 96-97	2,345,075	19.3%	2,343,148	37.5%	0	0	2,343,148	(1,927)	100%	100%	(247,751)	5%	-11%	45%	1,055,284	(1,303,035)	
	FY 97-98	2,557,762	9.1%	2,440,282	4.1%	0	0	2,440,282	(117,480)	95%	95%	(365,231)	12%	-14%	35%	895,217	(1,260,448)	
	FY 98-99	2,604,281	1.8%	2,433,650	-0.3%	0	0	2,433,650	(170,631)	93%	93%	(535,862)	0%	-21%	35%	911,498	(1,447,360)	
	FY 99-00	2,863,022	9.9%	2,034,281	-16.4%	0	0	2,034,281	(828,741)	71%	71%	(1,364,603)	15.0%	-48%	35%	1,002,058	(2,366,661)	
	FY 00-01	2,419,038	-15.5%	2,216,978	9.0%	0	0	2,216,978	(202,060)	92%	92%	(1,566,663)	7%	-65%	35%	846,663	(2,413,326)	
	FY 01-02	2,581,243	6.7%	2,408,106	8.6%	0	0	2,408,106	(173,137)	93%	93%	(1,739,800)	0%	-67%	35%	903,435	(2,643,235)	
	FY 02-03	2,698,390	4.5%	2,897,048	20.3%	0	0	2,897,048	198,658	107%	107%	(1,541,142)	0%	-57%	35%	944,437	(2,485,579)	
	FY 03-04	2,562,577	-5.0%	3,091,727	6.7%	0	0	3,091,727	529,149	121%	121%	(1,011,993)	0%	-39%	35%	896,902	(1,908,895)	
	FY 04-05	2,831,924	10.5%	3,264,194	5.6%	0	0	3,264,194	432,270	115%	115%	(579,722)	2%	-20%	35%	991,173	(1,570,896)	
	FY 05-06	2,973,317	5.0%	3,789,651	16.1%	0	0	3,789,651	816,334	127%	127%	236,611	0.0%	8%	20%	594,663	(358,052)	
	FY 06-07	3,236,681	8.9%	3,719,734	-1.8%	0	0	3,719,734	483,053	115%	115%	719,664	0%	22%	20%	647,336	72,328	
	FY 07-08	3,609,352	11.5%	3,122,745	-16.0%	0	0	3,122,745	(486,607)	87%	87%	233,057	0.0%	6%	20%	721,870	(488,813)	
	FY 08-09	3,600,192	-0.3%	2,259,245	-27.7%	0	0	2,259,245	(1,340,947)	63%	63%	(1,107,890)	5.0%	-31%	20%	720,038	(1,827,928)	
	FY 09-10	2,225,461	-38.2%	1,792,389	-20.7%	0	0	1,792,389	(433,072)	81%	81%	(1,540,962)	5.5%	-69%	20%	445,092	(1,986,054)	
	FY 10-11 estimate	2,199,375	-1.2%	2,010,071	12.1%	0	0	2,010,071	(189,304)	91%	91%	(1,730,266)	8.0%	-79%	20%	439,875	(2,170,141)	
	FY 11-12 estimate	2,180,470	-0.9%	2,124,557	5.7%	0	0	2,124,557	(55,913)	97%	97%	(1,786,179)	8.0%	-82%	20%	436,094	(2,222,273)	
	FY 12-13 estimate	2,269,847	4.1%	2,315,045	9.0%	0	0	2,315,045	45,198	102%	102%	(1,740,982)	8.0%	-77%	20%	453,969	(2,194,951)	
	FY 13-14 estimate	2,590,961	14.1%	2,475,270	6.9%	0	0	2,475,270	(115,690)	96%	96%	(1,856,672)	8.0%	-72%	20%	518,192	(2,374,864)	
	FY 14-15 estimate	2,668,075	3.0%	2,866,271	15.8%	0	0	2,866,271	198,196	107%	107%	(1,658,476)	8.0%	-62%	20%	533,615	(2,192,091)	
	FY 15-16 estimate	2,541,835	-4.7%	3,261,249	13.8%	0	0	3,261,249	719,414	128%	128%	(939,063)	8.0%	-37%	20%	508,367	(1,447,430)	
	Facilities Permits	FY 88-89																
		FY 89-90																
FY 90-91																		
FY 91-92																		
FY 92-93																		
FY 93-94																		
FY 94-95																		
FY 95-96																		
FY 96-97																		
FY 97-98																		
FY 98-99		351,984	---	64,992	---	0	0	64,992	(286,992)	18%	18%	(286,992)	0%	-82%	15%	52,798	(339,790)	
FY 99-00		562,240	59.7%	400,033	515.5%	0	0	400,033	(162,207)	71%	71%	(449,199)	41.0%	-80%	15%	84,336	(533,535)	
FY 00-01		1,080,889	92.2%	942,330	135.6%	0	0	942,330	(138,559)	87%	87%	(587,758)	0%	-54%	15%	162,133	(749,891)	
FY 01-02		1,214,620	12.4%	1,270,656	34.8%	0	0	1,270,656	56,036	105%	105%	(531,722)	0%	-44%	15%	182,193	(713,915)	
FY 02-03		1,394,277	14.8%	1,332,364	4.9%	0	0	1,332,364	(61,913)	96%	96%	(593,635)	13%	-43%	15%	209,142	(802,777)	
FY 03-04		1,753,383	25.8%	1,438,698	8.0%	0	0	1,438,698	(314,685)	82%	82%	(908,320)	0%	-52%	15%	263,007	(1,171,327)	
FY 04-05		2,132,848	21.6%	1,727,992	20.1%	0	0	1,727,992	(404,856)	81%	81%	(1,313,176)	5%	-62%	15%	319,927	(1,633,103)	
FY 05-06		2,084,137	-2.3%	2,124,467	22.9%	0	1,272,845	3,397,312	1,313,175	102%	102%	0	0.0%	0%	15%	312,621	(312,621)	
FY 06-07		2,316,405	11.1%	2,154,024	1.4%	0	0	2,154,024	(162,381)	93%	93%	(162,381)	5%	-7%	15%	347,461	(509,842)	
FY 07-08		2,319,064	0.1%	2,911,525	35.2%	0	0	2,911,525	592,461	126%	126%	430,080	4.0%	19%	15%	347,860	82,220	
FY 08-09	2,317,060	-0.1%	3,137,086	7.7%	0	0	3,137,086	820,026	135%	135%	1,250,106	5.0%	54%	15%	347,559	902,547		
FY 09-10	2,253,005	-2.8%	2,142,249	-31.7%	0	0	2,142,249	(110,756)	95%	95%	1,139,350	4.0%	51%	15%	337,951	801,399		
FY 10-11 estimate	2,235,723	-0.8%	2,571,481	20.0%	0	(424,282)	2,147,199	(88,525)	115%	96%	1,050,825	8.0%	47%	15%	335,359	715,466		
FY 11-12 estimate	2,212,068	-1.1%	2,504,264	-2.6%	0	(424,282)	2,079,982	(132,086)	113%	94%	918,739	8.0%	42%	20%	442,414	476,325		
FY 12-13 estimate	2,310,968	4.5%	2,561,154	2.3%	0	(424,282)	2,136,873	(174,095)	111%	92%	744,644	4.5%	32%	20%	462,194	282,450		
FY 13-14 estimate	2,728,279	18.1%	2,612,704	2.0%	0	0	2,612,704	(115,575)	96%	96%	629,068	4.0%	23%	20%	545,656	83,412		
FY 14-15 estimate	2,795,230	2.5%	2,750,114	5.3%	0	0	2,750,114	(45,116)	98%	98%	583,952	4.0%	21%	20%	559,046	24,906		
FY 15-16 estimate	2,877,431	2.9%	2,891,085	5.1%	0	0	2,891,085	13,654	100%	100%	597,606	4.0%	21%	20%	575,486	22,120		

Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO

Appendix D

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal	
State Programs Subtotal	FY 88-89	5,373,423		6,727,344		315,890	0	7,043,234	1,669,811	125%	131%	1,669,811					
	FY 89-90	6,250,441	16.3%	7,889,288	17.3%	210,584	0	8,099,872	1,849,431	126%	130%	3,519,242					
	FY 90-91	6,792,346	8.7%	8,398,543	6.5%	0	0	8,398,543	1,606,197	124%	124%	5,125,439					
	FY 91-92	7,354,048	8.3%	7,240,253	-13.8%	0	0	7,240,253	(113,795)	98%	98%	5,011,644					
	FY 92-93	7,967,246	8.3%	7,890,169	9.0%	0	0	7,890,169	(77,077)	99%	99%	4,934,567					
	FY 93-94	8,651,339	8.6%	9,206,897	16.7%	0	0	9,206,897	555,558	106%	106%	5,490,125					
	FY 94-95	9,775,069	13.0%	10,185,833	10.6%	0	0	10,185,833	410,764	104%	104%	5,900,889					
	FY 95-96	10,902,631	11.5%	11,101,387	9.0%	0	0	11,101,387	198,756	102%	102%	6,099,645		56%	45%	4,906,184	1,193,461
	FY 96-97	12,687,227	16.4%	14,334,011	29.1%	0	0	14,334,011	1,646,784	113%	113%	7,746,429		61%	45%	5,709,252	2,037,177
	FY 97-98	14,543,117	14.6%	14,793,436	3.2%	0	0	14,793,436	250,319	102%	102%	7,996,748		55%	35%	5,090,091	2,906,657
	FY 98-99	16,479,729	13.3%	14,841,116	0.3%	0	0	14,841,116	(1,638,613)	90%	90%	6,358,135		39%	35%	5,697,508	660,627
	FY 99-00	18,601,618	12.9%	14,983,074	1.0%	0	0	14,983,074	(3,618,544)	81%	81%	2,739,591		15%	34%	6,398,118	(3,658,527)
	FY 00-01	16,929,715	-9.0%	16,987,730	13.4%	180,000	0	17,167,730	238,015	100%	101%	2,977,606		18%	40%	6,752,776	(3,775,170)
	FY 01-02	17,432,347	3.0%	17,545,304	3.3%	0	0	17,545,304	112,957	101%	101%	3,090,563		18%	40%	6,927,623	(3,837,060)
	FY 02-03	17,857,959	2.4%	19,170,876	9.3%	0	0	19,170,876	1,312,917	107%	107%	4,403,480		25%	40%	7,054,051	(2,650,571)
	FY 03-04	19,095,746	6.9%	21,270,275	11.0%	0	(579,848)	20,690,427	1,594,681	111%	108%	6,120,044		32%	39%	7,529,857	(1,409,813)
	FY 04-05	20,863,615	9.3%	23,330,593	9.7%	0	(579,848)	22,750,745	1,887,130	112%	109%	8,007,174		38%	39%	8,150,389	(143,215)
	FY 05-06	21,749,572	4.2%	25,349,813	8.7%	0	(579,848)	24,769,965	3,020,393	117%	114%	11,027,567		51%	23%	4,913,385	6,114,182
	FY 06-07	24,051,763	10.6%	26,375,546	4.0%	0	(579,848)	25,795,698	1,743,935	110%	107%	12,771,502		53%	23%	5,433,384	7,338,118
	FY 07-08	26,464,793	10.0%	27,482,652	4.2%	0	(579,848)	26,902,804	438,011	104%	102%	13,209,513		50%	23%	6,001,955	7,207,558
	FY 08-09	25,779,450	-2.6%	21,031,299	-23.5%	0	(579,848)	20,451,451	(5,327,999)	82%	79%	7,881,514		31%	23%	5,831,710	2,049,804
	FY 09-10	18,552,389	-28.0%	16,574,216	-21.2%	0	(579,848)	15,994,368	(2,558,022)	89%	86%	5,323,492		29%	22%	4,163,435	1,160,057
	FY 10-11 estimate	16,946,901	-8.7%	16,311,254	-1.6%	0	(579,848)	15,731,406	(1,215,495)	96%	93%	4,107,997		24%	28%	4,751,956	(643,958)
	FY 11-12 estimate	17,010,226	0.4%	17,255,644	5.8%	0	0	17,255,644	245,418	101%	101%	4,353,415		26%	29%	4,894,060	(540,645)
	FY 12-13 estimate	17,654,262	3.8%	18,614,456	7.9%	0	0	18,614,456	960,193	105%	105%	5,313,608		30%	29%	5,075,696	237,912
	FY 13-14 estimate	20,557,106	16.4%	19,705,916	5.9%	0	0	19,705,916	(851,189)	96%	96%	4,462,419		22%	29%	5,919,275	(1,456,856)
	FY 14-15 estimate	21,786,844	6.0%	21,467,198	8.9%	0	0	21,467,198	(319,647)	99%	99%	4,142,772		19%	29%	6,313,297	(2,170,525)
FY 15-16 estimate	21,464,385	-1.5%	22,978,005	7.0%	0	0	22,978,005	1,513,620	107%	107%	5,656,392		26%	29%	6,232,313	(575,921)	
Site Development	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99																
	FY 99-00																
	FY 00-01	765,481	---	601,783	---	0	0	601,783	(163,698)	79%	79%	(163,698)	new	-21%	35%	267,918	(431,616)
	FY 01-02	930,650	21.6%	1,124,324	86.8%	0	0	1,124,324	193,674	121%	121%	29,976	0%	3%	35%	325,728	(295,752)
	FY 02-03	1,002,527	7.7%	1,245,043	10.7%	0	0	1,245,043	242,516	124%	124%	272,492	10%	27%	35%	350,884	(78,392)
	FY 03-04	1,126,731	12.4%	1,204,695	-3.2%	0	0	1,204,695	77,964	107%	107%	350,456	0%	31%	35%	394,356	(43,900)
	FY 04-05	1,248,694	10.8%	1,291,743	7.2%	0	0	1,291,743	43,049	103%	103%	393,505	2%	32%	35%	437,043	(43,538)
	FY 05-06	1,400,040	12.1%	1,559,809	20.8%	0	0	1,559,809	159,769	111%	111%	553,274	0.0%	40%	20%	280,008	273,266
	FY 06-07	1,538,797	9.9%	1,617,406	3.7%	0	0	1,617,406	78,609	105%	105%	631,883	5%	41%	20%	307,759	324,124
	FY 07-08	1,694,750	10.1%	1,624,755	0.5%	0	0	1,624,755	(69,995)	96%	96%	561,888	6.5%	33%	20%	338,950	222,938
FY 08-09	1,657,910	-2.2%	833,395	-48.7%	0	0	833,395	(824,515)	50%	50%	(262,627)	7.3%	-16%	20%	331,582	(594,209)	
FY 09-10	1,076,923	-35.0%	869,211	4.3%	0	0	869,211	(207,712)	81%	81%	(470,339)	7.5%	-44%	20%	215,385	(685,724)	
FY 10-11 estimate	616,034	-42.8%	808,211	-7.0%	0	0	808,211	192,176	131%	131%	(278,163)	8.0%	-45%	20%	123,207	(401,370)	
FY 11-12 estimate	600,928	-2.5%	825,286	2.1%	0	0	825,286	224,358	137%	137%	(53,805)	5.0%	-9%	20%	120,186	(173,991)	
FY 12-13 estimate	625,925	4.2%	848,731	2.8%	0	0	848,731	222,807	136%	136%	169,002	0.0%	27%	20%	125,185	43,817	
FY 13-14 estimate	849,350	35.7%	869,007	2.4%	0	0	869,007	19,657	102%	102%	188,659	0.0%	22%	20%	169,870	18,789	
FY 14-15 estimate	873,147	2.8%	908,736	4.6%	0	0	908,736	35,589	104%	104%	224,249	0.0%	26%	20%	174,629	49,619	
FY 15-16 estimate	976,854	11.9%	949,580	4.5%	0	0	949,580	(27,274)	97%	97%	196,974	0.0%	20%	20%	195,371	1,603	

Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO

Appendix D

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Environmental Soils	FY 88-89	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
	FY 89-90	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
	FY 90-91	194,038	0.0%	296,884	0.0%	0	0	296,884	102,846	153%	153%	102,846	0%	53%		86,304	120,816	
	FY 91-92	199,079	2.6%	312,908	5.4%	0	0	312,908	113,829	157%	157%	216,675	0%	109%		84,018	52,351	
	FY 92-93	185,104	-7.0%	311,129	-0.6%	0	0	311,129	126,025	168%	168%	342,700	0.0%	185%		91,675	(83,646)	
	FY 93-94	307,602	66.2%	296,731	-4.6%	0	0	296,731	(10,871)	96%	96%	331,829	0%	108%		93,652	(301,120)	
	FY 94-95	357,614	16.3%	333,639	12.4%	0	0	333,639	(23,975)	93%	93%	307,854	0%	86%		106,002	(699,061)	
	FY 95-96	431,519	20.7%	330,785	-0.9%	0	0	330,785	(100,734)	77%	77%	207,120	0%	48%	20%	86,304	120,816	
	FY 96-97	420,088	-2.6%	349,337	5.6%	0	0	349,337	(70,751)	83%	83%	136,369	0%	32%	20%	84,018	52,351	
	FY 97-98	458,374	9.1%	330,034	-5.5%	0	0	330,034	(128,340)	72%	72%	8,029	0%	2%	20%	91,675	(83,646)	
	FY 98-99	468,261	2.2%	252,764	-23.4%	0	0	252,764	(215,497)	54%	54%	(207,468)	0%	-44%	20%	93,652	(301,120)	
	FY 99-00	530,010	13.2%	144,419	-42.9%	0	0	144,419	(385,591)	27%	27%	(593,059)	225.0%	-112%	20%	106,002	(699,061)	
	FY 00-01	468,665	-11.6%	172,280	19.3%	0	0	172,280	(296,385)	37%	37%	(889,444)	new	-190%	20%	93,733	(983,177)	
	FY 01-02	203,107	-56.7%	126,962	-26.3%	0	0	126,962	(76,145)	63%	63%	(965,589)	0%	-475%	20%	40,621	(1,006,210)	
	FY 02-03	277,972	36.9%	157,545	24.1%	0	0	157,545	(120,427)	57%	57%	(1,086,016)	0%	-391%	20%	55,594	(1,141,610)	
	FY 03-04	178,387	-35.8%	115,946	-26.4%	0	0	115,946	(62,441)	65%	65%	(1,148,457)	0%	-644%	20%	35,677	(1,184,134)	
	FY 04-05	207,869	16.5%	221,320	90.9%	0	0	221,320	13,451	106%	106%	(1,135,006)	57%	-546%	20%	41,574	(1,176,580)	
	FY 05-06	185,712	-10.7%	246,567	11.4%	0	0	246,567	60,855	133%	133%	(1,074,151)	5.0%	-578%	20%	37,142	(1,111,293)	
	FY 06-07	252,692	36.1%	262,180	6.3%	0	0	262,180	9,488	104%	104%	(1,064,663)	4%	-421%	20%	50,538	(1,115,201)	
	FY 07-08	274,172	8.5%	237,379	-9.5%	0	0	237,379	(36,793)	87%	87%	(1,101,456)	5.1%	-402%	20%	54,834	(1,156,290)	
	FY 08-09	236,750	-13.6%	213,718	-10.0%	0	0	213,718	(23,032)	90%	90%	(1,124,488)	5.0%	-475%	20%	47,350	(1,171,838)	
	FY 09-10	318,377	34.5%	172,885	-19.1%	0	0	172,885	(145,492)	54%	54%	(1,269,980)	5.0%	-399%	20%	63,675	(1,333,655)	
	FY 10-11 estimate	293,663	-7.8%	204,913	18.5%	0	0	204,913	(88,750)	70%	70%	(1,358,729)	12.0%	-463%	20%	58,733	(1,417,462)	
	FY 11-12 estimate	287,840	-2.0%	316,580	54.5%	0	0	316,580	28,740	110%	110%	(1,329,989)	70.0%	-462%	20%	57,568	(1,387,557)	
	FY 12-13 estimate	299,772	4.1%	406,509	28.4%	0	0	406,509	106,737	136%	136%	(1,223,252)	20.0%	-408%	20%	59,954	(1,283,207)	
	FY 13-14 estimate	354,148	18.1%	494,439	21.6%	0	0	494,439	140,291	140%	140%	(1,082,961)	20.0%	-306%	20%	70,830	(1,153,791)	
	FY 14-15 estimate	364,457	2.9%	602,848	21.9%	0	0	602,848	238,391	165%	165%	(844,570)	20.0%	-232%	20%	72,891	(917,461)	
	FY 15-16 estimate	341,125	-6.4%	734,375	21.8%	0	0	734,375	393,250	215%	215%	(451,320)	20.0%	-132%	20%	68,225	(519,545)	
	Signs	FY 88-89	67,780	---	72,265	---	3,980	0	76,245	8,465	107%	112%	8,465	0.0%	12%			
		FY 89-90	124,706	84.0%	144,766	100.3%	2,656	0	147,422	22,716	116%	118%	31,181	0.0%	25%			
FY 90-91		135,260	8.5%	151,714	4.8%	0	0	151,714	16,454	112%	112%	47,635	0%	35%				
FY 91-92		168,530	24.6%	170,102	12.1%	0	0	170,102	1,572	101%	101%	49,207	0%	29%				
FY 92-93		170,529	1.2%	150,726	-11.4%	0	0	150,726	(19,803)	88%	88%	29,404	0.0%	17%				
FY 93-94		179,771	5.4%	179,934	19.4%	0	0	179,934	163	100%	100%	29,567	0%	16%				
FY 94-95		194,767	8.3%	185,270	3.0%	0	0	185,270	(9,497)	95%	95%	20,070	0%	10%				
FY 95-96		221,558	13.8%	194,721	5.1%	0	0	194,721	(26,837)	88%	88%	(6,767)	0%	-3%	20%	44,312	(51,079)	
FY 96-97		225,941	2.0%	171,282	-12.0%	0	0	171,282	(54,659)	76%	76%	(61,426)	0%	-27%	20%	45,188	(106,614)	
FY 97-98		203,409	-10.0%	177,916	3.9%	0	0	177,916	(25,493)	87%	87%	(86,919)	0%	-43%	20%	40,682	(127,601)	
FY 98-99		280,723	38.0%	138,469	-22.2%	0	0	138,469	(142,254)	49%	49%	(229,173)	0%	-82%	20%	56,145	(285,318)	
FY 99-00		248,444	-11.5%	122,646	-11.4%	0	0	122,646	(125,798)	49%	49%	(354,971)	0.0%	-143%	20%	49,689	(404,660)	
FY 00-01		234,758	-5.5%	174,482	42.3%	0	0	174,482	(60,276)	74%	74%	(415,247)	new	-177%	20%	46,952	(462,199)	
FY 01-02		218,677	-6.9%	173,582	-0.5%	0	0	173,582	(45,095)	79%	79%	(460,342)	0%	-211%	20%	43,735	(504,077)	
FY 02-03		180,046	-17.7%	194,894	12.3%	0	0	194,894	14,848	108%	108%	(445,494)	30%	-247%	20%	36,009	(481,503)	
FY 03-04		221,260	22.9%	249,693	28.1%	0	0	249,693	28,433	113%	113%	(417,061)	0%	-188%	20%	44,252	(461,313)	
FY 04-05		261,552	18.2%	264,412	5.9%	0	0	264,412	2,860	101%	101%	(414,201)	0%	-158%	20%	52,310	(466,511)	
FY 05-06		303,718	16.1%	274,298	3.7%	0	0	274,298	(29,420)	90%	90%	(443,621)	0.0%	-146%	20%	60,744	(504,365)	
FY 06-07		375,142	23.5%	300,697	9.6%	0	0	300,697	(74,445)	80%	80%	(518,066)	0%	-138%	20%	75,028	(593,094)	
FY 07-08		377,668	0.7%	327,561	8.9%	0	0	327,561	(50,107)	87%	87%	(568,173)	7.7%	-150%	20%	75,534	(643,707)	
FY 08-09		364,366	-3.5%	340,641	4.0%	0	0	340,641	(23,725)	93%	93%	(591,898)	7.5%	-162%	20%	72,873	(664,771)	
FY 09-10		302,961	-16.9%	327,401	-3.9%	0	0	327,401	24,440	108%	108%	(567,458)	7.5%	-187%	20%	60,592	(628,050)	
FY 10-11 estimate		272,099	-10.2%	354,128	8.2%	0	0	354,128	82,028	130%	130%	(485,429)	8.0%	-178%	20%	54,420	(539,849)	
FY 11-12 estimate		263,404	-3.2%	381,120	7.6%	0	0	381,120	117,716	145%	145%	(367,714)	8.0%	-140%	20%	52,681	(420,394)	
FY 12-13 estimate		274,098	4.1%	417,535	9.6%	0	0	417,535	143,437	152%	152%	(224,277)	8.0%	-82%	20%	54,820	(279,096)	
FY 13-14 estimate	323,856	18.2%	456,939	9.4%	0	0	456,939	133,083	141%	141%	(91,193)	8.0%	-28%	20%	64,771	(155,964)		
FY 14-15 estimate	426,798	31.8%	497,787	8.9%	0	0	497,787	70,989	117%	117%	(20,204)	8.0%	-5%	20%	85,360	(105,564)		
FY 15-16 estimate	399,790	-6.3%	527,538	6.0%	0	0	527,538	127,748	132%	132%	107,544	5.0%	27%	20%	79,958	27,586		



**Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO**

**Appendix D**

**Program Detail**

54

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Zoning Enforcement	FY 88-89	108,388	---	198,122	---	6,362	0	204,484	96,096	183%	189%	96,096	0.0%	89%				
	FY 89-90	114,453	5.6%	237,216	19.7%	4,248	0	241,464	127,011	207%	211%	223,107	0.0%	195%				
	FY 90-91	248,985	117.5%	284,932	20.1%	0	0	284,932	35,947	114%	114%	259,054	0%	104%				
	FY 91-92	281,278	13.0%	157,315	-44.8%	0	0	157,315	(123,963)	56%	56%	135,091	0%	48%				
	FY 92-93	270,658	-3.8%	181,024	15.1%	0	0	181,024	(89,634)	67%	67%	45,457	20.0%	17%				
	FY 93-94	336,650	24.4%	264,909	46.3%	0	0	264,909	(71,741)	79%	79%	(26,284)	0%	-8%				
	FY 94-95	414,163	23.0%	285,806	7.9%	0	0	285,806	(128,357)	69%	69%	(154,641)	117%	-37%				
	FY 95-96	339,723	-18.0%	503,848	76.3%	0	0	503,848	164,125	148%	148%	9,484	0%	3%	20%	67,945	(58,461)	
	FY 96-97	354,466	4.3%	454,466	-9.8%	0	0	454,466	100,000	128%	128%	109,484	0%	31%	20%	70,893	38,591	
	FY 97-98	382,212	7.8%	413,891	-8.9%	0	0	413,891	31,679	108%	108%	141,163	0%	37%	20%	76,442	64,721	
	FY 98-99	389,877	2.0%	389,877	-5.8%	0	0	389,877	0	100%	100%	141,163	0%	36%	20%	77,975	63,188	
	FY 99-00	488,512	25.3%	449,183	15.2%	0	0	449,183	(39,329)	92%	92%	101,834	0.0%	21%	20%	97,702	4,132	
	FY 00-01	507,972	4.0%	507,972	13.1%	0	0	507,972	0	100%	100%	101,834	2%	20%	20%	101,594	240	
	FY 01-02	549,695	8.2%	549,695	8.2%	0	0	549,695	0	100%	100%	101,834	0%	19%	20%	109,939	(8,105)	
	FY 02-03	595,380	8.3%	595,380	8.3%	0	0	595,380	0	100%	100%	101,834	5%	17%	20%	119,076	(17,242)	
	FY 03-04	819,773	37.7%	819,773	37.7%	0	0	819,773	0	100%	100%	101,834	0%	12%	20%	163,955	(62,121)	
	FY 04-05	644,175	-21.4%	661,291	-19.3%	0	0	661,291	17,116	103%	103%	118,950	0%	18%	20%	128,835	(9,885)	
	FY 05-06	624,882	-3.0%	624,882	-5.5%	0	0	624,882	0	100%	100%	118,950	6.0%	19%	20%	124,976	(6,026)	
	FY 06-07	790,822	26.6%	790,822	26.6%	0	0	790,822	0	100%	100%	118,950	4%	15%	20%	158,164	(39,214)	
	FY 07-08	682,143	-13.7%	682,143	-13.7%	0	0	682,143	0	100%	100%	118,950	5.0%	17%	20%	136,429	(17,479)	
	FY 08-09	817,986	19.9%	808,169	18.5%	0	0	808,169	(9,817)	99%	99%	109,133	5.0%	13%	20%	163,597	(54,464)	
	FY 09-10	716,321	-12.4%	697,735	-13.7%	0	0	697,735	(18,586)	97%	97%	90,547	5.0%	13%	20%	143,264	(52,717)	
	FY 10-11 estimate	624,400	-12.8%	665,433	-4.6%	0	0	665,433	41,033	107%	107%	131,580	8.0%	21%	20%	124,880	6,700	
	FY 11-12 estimate	621,290	-0.5%	679,128	2.1%	0	0	679,128	57,839	109%	109%	189,419	5.0%	30%	20%	124,258	65,161	
	FY 12-13 estimate	720,971	16.0%	726,907	7.0%	0	0	726,907	5,936	101%	101%	195,355	5.0%	27%	20%	144,194	51,161	
	FY 13-14 estimate	845,702	17.3%	780,133	7.3%	0	0	780,133	(65,569)	92%	92%	129,786	5.0%	15%	20%	169,140	(39,354)	
	FY 14-15 estimate	861,819	1.9%	855,469	9.7%	0	0	855,469	(6,350)	99%	99%	123,436	5.0%	14%	20%	172,364	(48,927)	
	FY 15-16 estimate	889,888	3.3%	937,582	9.6%	0	0	937,582	47,694	105%	105%	171,130	5.0%	19%	20%	177,978	(6,848)	
	Construction Programs Subtotal	FY 88-89	5,549,591	---	6,997,731	---	326,232	0	7,323,963	1,774,372	126%	132%	1,774,372		32%			
		FY 89-90	6,489,600	16.9%	8,271,270	18.2%	217,488	0	8,488,758	1,999,158	127%	131%	3,773,530		58%			
		FY 90-91	7,370,629	13.6%	9,132,073	10.4%	0	0	9,132,073	1,761,444	124%	124%	5,534,974		75%			
		FY 91-92	8,002,935	8.6%	7,880,578	-13.7%	0	0	7,880,578	(122,357)	98%	98%	5,412,617		68%			
FY 92-93		8,593,537	7.4%	8,533,048	8.3%	0	0	8,533,048	(60,489)	99%	99%	5,352,128		62%				
FY 93-94		9,475,362	10.3%	9,948,471	16.6%	0	0	9,948,471	473,109	105%	105%	5,825,237		61%				
FY 94-95		10,741,613	13.4%	10,990,548	10.5%	0	0	10,990,548	248,935	102%	102%	6,074,172		57%				
FY 95-96		11,895,431	10.7%	12,130,741	10.4%	0	0	12,130,741	235,310	102%	102%	6,309,482		53%	43%	5,104,744	1,204,738	
FY 96-97		13,687,722	15.1%	15,309,096	26.2%	0	0	15,309,096	1,621,374	112%	112%	7,930,856		58%	43%	5,909,351	2,021,505	
FY 97-98		15,587,112	13.9%	15,715,277	2.7%	0	0	15,715,277	128,165	101%	101%	8,059,021		52%	34%	5,298,890	2,760,131	
FY 98-99		17,618,590	13.0%	15,622,226	-0.6%	0	0	15,622,226	(1,996,364)	89%	89%	6,062,657		34%	34%	5,925,281	137,376	
FY 99-00		19,868,584	12.8%	15,699,322	0.5%	0	0	15,699,322	(4,169,262)	79%	79%	1,893,395		10%	33%	6,651,512	(4,758,117)	
FY 00-01		18,906,591	-4.8%	18,444,247	17.5%	180,000	0	18,624,247	(282,344)	98%	99%	1,611,051		9%	38%	7,262,974	(5,651,923)	
FY 01-02		19,334,476	2.3%	19,519,867	5.8%	0	0	19,519,867	185,391	101%	101%	1,796,442		9%	39%	7,447,647	(5,651,205)	
FY 02-03		19,913,884	3.0%	21,363,738	9.4%	0	0	21,363,738	1,449,854	107%	107%	3,246,296		16%	38%	7,615,615	(4,369,319)	
FY 03-04		21,441,897	7.7%	23,660,382	10.8%	0	(579,848)	23,080,534	1,638,637	110%	108%	5,006,816		23%	38%	8,168,097	(3,161,281)	
FY 04-05		23,225,905	8.3%	25,769,359	8.9%	0	(579,848)	25,189,511	1,963,606	111%	108%	6,970,422		30%	38%	8,810,151	(1,839,729)	
FY 05-06		24,263,924	4.5%	28,055,369	8.9%	0	(579,848)	27,475,521	3,211,597	116%	113%	10,182,019		42%	22%	5,416,255	4,765,764	
FY 06-07		27,009,216	11.3%	29,346,651	4.6%	0	(579,848)	28,766,803	1,757,587	109%	107%	11,939,606		44%	22%	6,024,874	5,914,732	
FY 07-08		29,493,526	9.2%	30,354,490	3.4%	0	(579,848)	29,774,642	281,116	103%	101%	12,220,722		41%	22%	6,607,702	5,613,020	
FY 08-09		28,856,462	-2.2%	23,227,222	-23.5%	0	(579,848)	22,647,374	(6,209,088)	80%	78%	6,011,634		21%	22%	6,447,112	(435,478)	
FY 09-10		20,966,971	-27.3%	18,641,448	-19.7%	0	(579,848)	18,061,600	(2,905,371)	89%	86%	3,106,263		15%	22%	4,646,351	(1,540,088)	
FY 10-11 estimate		18,753,098	-10.6%	18,343,939	-1.6%	0	(579,848)	17,764,091	(989,007)	98%	95%	2,117,256		11%	27%	5,113,195	(2,995,939)	
FY 11-12 estimate		18,783,688	0.2%	19,457,758	6.1%	0	0	19,457,758	674,070	104%	104%	2,791,326		15%	28%	5,248,752	(2,457,426)	
FY 12-13 estimate		19,575,029	4.2%	21,014,138	8.0%	0	0	21,014,138	1,439,109	107%	107%	4,230,436		22%	28%	5,459,850	(1,229,414)	
FY 13-14 estimate		22,930,161	17.1%	22,306,435	6.1%	0	0	22,306,435	(623,726)	97%	97%	3,606,710		16%	28%	6,393,886	(2,787,176)	
FY 14-15 estimate		24,313,065	6.0%	24,332,038	9.1%	0	0	24,332,038	18,973	100%	100%	3,625,683		15%	28%	6,818,541	(3,192,858)	
FY 15-16 estimate		24,072,042	-1.0%	26,127,080	7.4%	0	0	26,127,080	2,055,038	109%	109%	5,680,721		24%	28%	6,753,844	(1,073,123)	



Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO

Appendix D

Program Detail

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: % Dollars	Excess / (shortage) vs. goal	
Noise	FY 89-90	66,841	---	5,503	---	61,338	0	66,841	0	8%	100%	0	0.0%	0%			
	FY 90-91	63,251	-5.4%	8,244	49.8%	55,007	0	63,251	0	13%	100%	0	0%	0%			
	FY 91-92	34,270	-45.8%	5,900	-28.4%	28,370	0	34,270	0	17%	100%	0	0%	0%			
	FY 92-93	36,487	6.5%	7,102	20.4%	29,385	0	36,487	0	19%	100%	0	0%	0%			
	FY 93-94	46,034	26.2%	8,140	14.6%	37,894	0	46,034	0	18%	100%	0	0%	0%			
	FY 94-95	57,945	25.9%	10,095	24.0%	47,850	0	57,945	0	17%	100%	0	0%	0%			
	FY 95-96	80,144	38.3%	10,000	-0.9%	70,144	0	80,144	0	12%	100%	0	0%	0%			
	FY 96-97	40,915	-48.9%	10,025	0.3%	30,890	0	40,915	0	25%	100%	0	0%	0%			
	FY 97-98	62,655	53.1%	16,599	65.6%	46,056	0	62,655	0	26%	100%	0	0%	0%			
	FY 98-99	67,212	7.3%	24,170	45.6%	43,042	0	67,212	0	36%	100%	0	0%	0%			
	FY 99-00	134,438	100.0%	27,400	13.4%	107,038	0	134,438	0	20%	100%	0	0%	0%			
	FY 00-01	260,678	93.9%	83,293	204.0%	177,385	0	260,678	0	32%	100%	0	0%	0%			
	FY 01-02	272,034	4.4%	62,657	-24.8%	209,377	0	272,034	0	23%	100%	0	0%	0%			
	FY 02-03	283,975	4.4%	47,193	-24.7%	236,782	0	283,975	0	17%	100%	0	0%	0%			
	FY 03-04	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%			
	FY 04-05	0	0.0%	0	0.0%	0	0	-	0	0%	0%	0	0%	0%			
	FY 05-06	236,240	0.0%	76,867	0.0%	252,394	0	329,261	93,021	33%	139%	93,021	0.0%	39%	20%	47,248	45,773
	FY 06-07	376,166	59.2%	73,282	-4.7%	240,649	0	313,931	(62,235)	19%	83%	30,786	4%	8%	20%	75,233	(44,447)
	FY 07-08	357,894	-4.9%	87,652	19.6%	248,696	0	336,348	(21,546)	24%	94%	9,240	5.0%	3%	20%	71,579	(62,339)
	FY 08-09	354,879	-0.8%	88,284	0.7%	256,300	0	344,584	(10,295)	25%	97%	(1,055)	5.0%	0%	20%	70,976	(72,031)
FY 09-10	379,238	6.9%	101,445	14.9%	267,251	0	368,696	(10,542)	27%	97%	(11,597)	5.0%	-3%	20%	75,848	(87,445)	
FY 10-11 estimate	384,401	1.4%	97,494	-3.9%	264,098	0	361,592	(22,809)	25%	94%	(34,407)	8.0%	-9%	20%	76,880	(111,287)	
FY 11-12 estimate	390,116	1.5%	104,924	7.6%	281,002	0	385,926	(4,189)	27%	99%	(38,596)	8.0%	-10%	20%	78,023	(116,619)	
FY 12-13 estimate	408,318	4.7%	114,649	9.3%	281,002	0	395,652	(12,667)	28%	97%	(51,263)	8.0%	-13%	20%	81,664	(132,926)	
FY 13-14 estimate	482,867	18.3%	125,225	9.2%	281,002	0	406,227	(76,640)	26%	84%	(127,902)	8.0%	-26%	20%	96,573	(224,476)	
FY 14-15 estimate	495,453	2.6%	136,442	9.0%	281,002	0	417,444	(78,009)	28%	84%	(205,911)	8.0%	-42%	20%	99,091	(305,002)	
FY 15-16 estimate	464,092	-6.3%	148,310	8.7%	281,002	0	429,312	(34,779)	32%	93%	(240,690)	8.0%	-52%	20%	92,818	(333,509)	
Land Use Services	FY 88-89																
	FY 89-90																
	FY 90-91																
	FY 91-92																
	FY 92-93																
	FY 93-94																
	FY 94-95																
	FY 95-96																
	FY 96-97																
	FY 97-98																
	FY 98-99											0					
	FY 99-00	4,237,785		2,541,912		2,034,078	0	4,575,990	338,205	60%	108%	338,205	various	8%	20%	847,557	(509,352)
	FY 00-01	5,360,475	26.5%	3,384,830	33.2%	2,326,005	0	5,710,835	350,360	63%	107%	688,565	13%	13%	20%	1,072,095	(383,530)
	FY 01-02	5,744,438	7.2%	3,291,398	-2.8%	2,161,459	0	5,452,857	(291,581)	57%	95%	396,984	0%	7%	20%	1,148,888	(751,904)
	FY 02-03	6,288,885	9.5%	3,578,681	8.7%	1,917,012	0	5,495,693	(793,192)	57%	87%	57,792	8%	1%	20%	1,257,777	(1,199,985)
	FY 03-04	6,201,797	-1.4%	3,689,159	3.1%	1,143,072	579,848	5,412,079	(789,718)	59%	87%	(144,312)	0%	-2%	20%	1,240,359	(1,384,671)
	FY 04-05	6,461,572	4.2%	4,518,808	22.5%	1,153,361	579,848	6,252,017	(209,555)	70%	97%	(353,867)	12%	-5%	20%	1,292,314	(1,646,181)
	FY 05-06	7,106,749	10.0%	6,364,363	40.8%	1,097,443	579,848	8,041,654	934,905	90%	113%	581,038	4.0%	8%	20%	1,421,350	(840,312)
	FY 06-07	8,246,373	16.0%	7,129,961	12.0%	1,304,383	579,848	9,014,192	767,819	86%	109%	1,348,857	5%	16%	20%	1,649,275	(300,418)
	FY 07-08	9,245,002	12.1%	7,469,772	4.8%	1,268,959	579,848	9,318,579	73,577	81%	101%	1,422,434	3.8%	15%	20%	1,849,000	(426,566)
FY 08-09	9,873,210	6.8%	4,947,978	-33.8%	1,253,289	579,848	6,781,115	(3,092,095)	50%	69%	(1,669,661)	4.0%	-17%	20%	1,974,642	(3,644,303)	
FY 09-10	5,921,030	-40.0%	4,049,554	-18.2%	1,253,528	579,848	5,882,929	(38,101)	68%	99%	(1,707,762)	7.0%	-29%	20%	1,184,206	(2,891,968)	
FY 10-11 estimate	4,964,990	-16.1%	3,285,322	-18.9%	1,240,666	579,848	5,105,835	140,846	66%	103%	(1,566,916)	8.0%	-32%	20%	992,998	(2,559,914)	
FY 11-12 estimate	4,943,366	-0.4%	3,885,699	18.3%	1,320,076	579,848	5,205,774	262,408	79%	105%	(1,304,508)	8.0%	-26%	20%	988,673	(2,293,182)	
FY 12-13 estimate	5,173,152	4.6%	4,352,676	12.0%	1,320,076	579,848	5,672,751	499,599	84%	110%	(804,909)	8.0%	-16%	20%	1,034,630	(1,839,540)	
FY 13-14 estimate	6,117,640	18.3%	4,808,599	10.5%	1,320,076	579,848	6,128,675	11,034	79%	100%	(793,875)	8.0%	-13%	20%	1,223,528	(2,017,403)	
FY 14-15 estimate	6,276,305	2.6%	5,399,709	12.3%	1,320,076	579,848	6,719,785	443,480	86%	107%	(350,395)	7.0%	-6%	20%	1,255,261	(1,605,656)	
FY 15-16 estimate	6,045,895	-3.7%	5,988,828	10.9%	1,320,076	579,848	7,308,904	1,263,009	99%	121%	912,614	6.0%	15%	20%	1,209,179	(296,565)	

**Bureau of Development Services - 2011 FIVE-YEAR FINANCIAL PLAN - WORST CASE SCENARIO**

**Appendix D**

**Program Detail**

Program	Fiscal Year	TOTAL COSTS	Change From Prior Year	Program Revenue only	Change From Prior Year	General Fund Revenue	Internal Program to Program Transfers	TOTAL REVENUES	Reserves Add / (Draw)	Program Cost Recovery	TOTAL COST Recovery	Cumulative Reserve	Fee / Revenue Increase	Actual Reserve %	Reserve Goals: %	Dollars	Excess / (shortage) vs. goal	
Neighborhood Inspections	FY 88-89	1,130,341	---	228,285	---	881,281	0	1,096,115	(34,226)	20%	97%	(34,226)	0.0%	-3%				
	FY 89-90	1,248,398	10.4%	179,602	-21.3%	1,073,608	0	1,223,226	(25,172)	14%	98%	(59,398)	0.0%	-5%				
	FY 90-91	1,550,748	24.2%	257,143	43.2%	1,185,341	0	1,442,474	(108,274)	17%	93%	(167,672)	0%	-11%				
	FY 91-92	1,713,249	10.5%	589,843	129.4%	1,088,632	0	1,665,794	(47,455)	34%	97%	(215,127)	0%	-13%				
	FY 92-93	1,848,346	7.9%	720,920	22.2%	1,145,076	0	1,864,773	16,427	39%	101%	(198,700)	0.0%	-11%				
	FY 93-94	1,964,276	6.3%	854,576	18.5%	1,071,138	0	1,925,541	(38,735)	44%	98%	(237,435)	0%	-12%				
	FY 94-95	2,133,127	8.6%	1,251,086	46.4%	1,176,038	0	2,421,019	287,892	59%	113%	50,457	0%	2%				
	FY 95-96	2,334,780	9.5%	1,473,097	17.7%	1,190,075	0	2,663,285	328,505	63%	114%	378,962	0%	16%				
	FY 96-97	2,704,625	15.8%	1,540,039	4.5%	1,206,455	0	2,744,265	39,640	57%	101%	418,602	0%	15%				
	FY 97-98	2,470,880	-8.6%	1,561,205	1.4%	1,043,346	0	2,602,969	132,089	63%	105%	550,691	0%	22%				
Neighborhood Inspections Program transferred to ONI in FY 2003-04	FY 98-99	2,267,882	-8.2%	1,732,485	11.0%	1,083,227	0	2,811,233	543,351	76%	124%	1,094,042	0%	48%				
	FY 99-00	2,721,664	20.0%	2,014,977	16.3%	1,144,824	0	3,063,392	341,728	74%	113%	1,435,770	0.0%	53%	35%	952,582	483,188	
	FY 00-01	2,626,994	-3.5%	1,932,248	-4.1%	1,056,096	0	2,716,576	89,582	74%	103%	1,525,352	0%	58%	20%	525,399	999,953	
	FY 01-02	2,725,953	3.8%	2,091,631	8.2%	989,153	0	3,050,238	324,285	77%	112%	1,849,637	0%	68%	20%	545,191	1,304,446	
	FY 02-03	2,485,846	-8.8%	2,110,470	0.9%	0	0	2,076,068	(409,778)	85%	84%	1,439,859	0%	58%	20%	497,169	942,690	
	FY 03-04																	
	FY 04-05																	
	FY 05-06											946,813						
	FY 06-07	2,016,429		1,402,034		350,259		1,752,293	(264,136)	70%	87%	682,677		34%	20%	403,286	279,391	
	FY 07-08	2,495,495	23.8%	1,403,098	0.1%	611,972		2,015,070	(480,425)	56%	81%	202,252	7.0%	8%	20%	499,099	(296,847)	
FY 08-09	2,952,658	18.3%	1,079,616	-23.1%	373,042		1,452,658	(1,500,000)	37%	49%	(1,297,748)	5.0%	-44%	20%	590,532	(1,888,280)		
FY 09-10	1,660,195	-43.8%	1,838,208	70.3%	387,031		2,225,238	565,043	111%	134%	(732,705)	5.0%	-44%	20%	332,039	(1,064,744)		
FY 10-11 estimate	1,625,200	-2.1%	2,094,801	14.0%	384,391		2,479,192	853,992	129%	153%	121,287	8.0%	7%	20%	325,040	(203,753)		
FY 11-12 estimate	1,785,724	9.9%	1,987,999	-5.1%	408,995		2,396,993	611,269	111%	134%	732,556	8.0%	41%	25%	446,431	286,125		
FY 12-13 estimate	2,019,323	13.1%	1,751,357	-11.9%	408,995		2,160,351	141,028	87%	107%	873,584	5.0%	43%	25%	504,831	368,753		
FY 13-14 estimate	2,200,212	9.0%	1,726,359	-1.4%	408,995		2,135,353	(64,859)	78%	97%	808,725	5.0%	37%	25%	550,053	258,672		
FY 14-15 estimate	2,254,718	2.5%	1,706,312	-1.2%	408,995		2,115,307	(139,411)	76%	94%	669,314	5.0%	30%	25%	563,679	105,635		
FY 15-16 estimate	2,198,109	-2.5%	1,677,723	-1.7%	408,995		2,086,717	(111,392)	76%	95%	557,922	5.0%	25%	25%	549,527	8,395		